

# **Continuity of Operations Plan (COOP)**

**for**



## **Emergency Management Monroe County, Florida**



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(COOP)**

*for*

**Emergency Management**

**Monroe County, Florida**



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**PREFACE**

COOP planning is simply a “good business practice” – part of the fundamental mission of all County departments as responsible and reliable public institutions. COOP is an effort within individual departments to ensure the continued performance of minimum essential functions during a wide range of potential emergencies or a situation that might disrupt normal operations. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records / databases. COOP addresses the recovery of critical core government operations in the event of a disruption of services. This can mean on a short-term basis having a backup capability (files, paper forms, equipment) or can be long-term due to a complete denial of service which could involve relocation to an alternative facility.

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Continuity Of Operations Plan (COOP)

**BASIC PLAN**

**SECTION I: INTRODUCTION.**

**A. PURPOSE.**

1. This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure that Monroe County Department of Emergency Management can perform its mission essential functions (as per Annex C: Mission Essential Functions) to the extent possible in the event that Monroe County is threatened
2. To establish policy and guidance to:
  - Ensure that this Department COOP is compatible with the County's CEMP.
  - Ensure that Monroe County Department of Emergency Management (DEM) is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
  - Assure that Monroe County DEM is prepared to provide its critical services in an environment that is threatened, diminished, or incapacitated.
  - Ensure the safety and welfare of all DEM staff both during and after an emergency situation.
  - Provide a means of information coordination to ensure uninterrupted communications to and from elected officials, department management, critical customers, employees and citizens.
  - Provide timely direction, control and coordination of DEM critical functions before, during and after an event.
  - Provide a mechanism for the prompt notification of all DEM personnel during an emergency situation.
  - Establish and enact DEM time-phased implementation procedures.
  - Facilitate the return of DEM critical functions to normal operating conditions as soon as practical based on circumstances and the threat environment.
  - Coordinate with County IT to reconstitute, as rapidly as possible, DEM/EOC IT systems that are adversely affected due to an emergency or disaster.
  - Integrate COOP training into existing CEMP training programs.
  - Coordinate mitigation strategies that will enhance the survival of the Department/EOC's critical IT infrastructure.

**B. APPLICABILITY AND SCOPE.**

1. This Plan applies to all DEM staff and EOC ESF personnel as defined in the Monroe County Comprehensive Emergency Management Plan (CEMP).
2. The Plan addresses all-hazards emergency preparedness functions and activities to ensure business continuity.
3. Overall emergency preparedness and COOP planning require consideration of a wide range of possible contingencies that could disrupt the performance of minimal essential functions. These possibilities include, but are not limited to:
  - A national emergency.
  - Natural and technological disasters such as radiological accidents or emergencies, hazardous materials accidents, and environmental disasters.
  - Civil disorders, terrorism, or other violent acts.
4. This Plan will be activated in the event that the DEM offices/EOC or a portion of it is involved in an emergency or is declared unusable for normal operation.

**C. SUPERSESSSION.**

1. No other COOP plans or procedures exist. This plan serves as the first COOP for Monroe County Emergency Management and will be superseded when updated.

**D. AUTHORITIES.**

1. County.
  - Monroe County Ordinance 028-1987.
  - Monroe County Comprehensive Emergency Management Plan.
  - Monroe County Departmental Plans and SOPs.
  - Monroe County Hazard Vulnerability Analysis.
  - Monroe County Local Mitigation Strategy Plan.
2. State.
  - Florida Statutes Section 252.35 (2) (k), 252.35 (2) (n), and 252.365.
  - Executive Order 80-29.
  - Executive Order 87-57.
  - Executive Order 01-262.
  - Executive Order 01-300.
  - Chapter No 2001-361, FL Law (formerly Senate Bill 16-C).
  - Chapter No 2001-365 (formerly Senate Bill 24-C).
  - Chapter No 2001-366 (formerly Senate Bill 26-C).
  - Chapter No 2002-43 (Relating to Disaster Preparedness) amends Florida Statutes 252.365.
3. Mutual Aid Agreements, Memoranda of Understanding.
  - See CEMP Rev 6 - 2003 Annex I for a complete list.

**E. REFERENCES.**

- State of Florida Comprehensive Emergency Management Plan.
- State of Florida COOP.
- State of Florida Hazard Mitigation Plan.
- Region 4 Terrorism Response Plan.
- Florida Field Operations Guide.
- Federal Response Plan for Public Law 93-288.
- Monroe County COOP Field Operating Guide.

**F. POLICY.**

- The Monroe County Department of Emergency Management Director will maintain and identify the Department's mission essential functions and the staff to support them.
- The EM Department will prepare plans for partial or full relocation of EOC critical functions.
- This plan will be reviewed annually and updated as appropriate.
- COOP tests, training, and exercises will be incorporated into the CEMP training and education schedule.

**SECTION II: CONCEPT OF OPERATIONS (CONOP).**

**A. GOAL AND OBJECTIVES.**

1. COOP constitutes the Department's plan to ensure the continuation of the mission-essential function to keep the EOC operational at any location. The objectives of such a plan are to mitigate risks; reduce disruption of operations; protect essential equipment, records, and other assets; minimize damage and loss; provide organizational and operational stability; facilitate decision making during an emergency; and achieve an orderly recovery.
2. Goal.
  - To identify potential emergencies and to ensure that a viable capability exists to continue essential Department functions specifically when the primary facility(ies) is either threatened or inaccessible.
3. Objectives include:
  - Ensure the safety of emergency management and ESF personnel.
  - Ensure the continued survival of EOC/ESF leadership.
  - Provide for an orderly response and recovery from any incident.
  - Provide for the ability to continue essential operations.
  - Ensure the continuous performance of the Department's essential functions during an emergency.
  - Protect essential facilities, equipment, records and other assets.
  - Reduce or mitigate disruptions to Department operations.
  - Provide for a time-phased implementation of partial or full execution of the Department's COOP to mitigate the effects of the emergency and shorten the crisis response time.
  - Identify and designate key staff and support staff to be relocated.
  - Facilitate COOP decision-making and the subsequent conduct of operations.
  - Achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

**B. PLANNING CONSIDERATIONS.**

1. A viable COOP must:
  - Be maintained.
  - Be capable of implementation both with and without warning.
  - Be operational no later than 12 hours after activation.
  - Maintain sustained operations for up to 30 days.
  - Take maximum advantage of existing County and department infrastructures.
  
2. Assumptions.
  - A major emergency or disaster could happen at any time.
  - Adverse conditions could cause a much larger than expected demand for certain DEM/EOC services, internal and external to the Department.
  - The COOP plan may be activated at any time with little advance notice or warning.
  - An emergency condition may require immediate activation of the COOP and the relocation of select personnel to a designated Alternate EOC (AEOC).
  - Mobile communications capabilities will be used in the interim to ensure direction and control of the COOP activation and relocation until interoperable communications can be re-established at an AEOC.
  - The EOC will be adequately staffed and operational within 12 hours.
  - The COOP sites may need to remain operational for up to 30 days.
  - A majority of systems supporting daily Department functions may not be available.
  - Emergency Management Assistance Compact (EMAC), and state and federal resources may not be available within the first 72 hours of activation.
  - Following the declaration of an emergency or crisis requiring relocation, non-essential Department activities may be discontinued.
  - DEM/EOC and associated operational organizations have the resources, or access to resources, to adequately handle a major emergency.
  
3. During major natural or technological emergencies the following situations could exist:
  - Roads and transportation infrastructure may be damaged and/or impassable to traffic. Employees may not be able to report to work in a timely manner.
  - Emergency personnel and equipment may not be able to reach identified locations. Roads will be cleared as quickly as possible. Public use of highways may be limited to allow emergency vehicles priority access.
  - County buildings and facilities may be inoperable. County employees may be required to seek out alternate workplaces or sites in order to carry out county business. Some or all county buildings and facilities may be closed during the duration of the emergency phase of the incident.
  - Radio, telephones, computer, LAN/WAN and other communications infrastructure may not function. The County will identify and disseminate emergency telephone numbers and points of contacts as soon as they are functional. Emergency communication systems will be established through primary and alternate communications means.
  - Injured employees or residents may not be able to reach area hospitals or hospitals may be overwhelmed to the extent they are not able to treat additional patients. The County will attempt to establish alternate treatment sites that are community based.

### C. COOP EXECUTION.

1. Emergencies may affect the ability of Monroe DEM to perform its critical functions from the EOC located at 2798 O/S Hwy, Marathon (MM48.5). A pre-designated AEOC has been identified. The need to relocate to this facility will be determined by the event and situation.
  - a. The following events could mandate the activation of the DEM COOP.
    - Monroe County Government is closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attack(s).
  - b. The DEM COOP will be implemented with or without warning, and during duty or non-duty hours as required.
  - c. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate any number of Monroe County population as a precaution, the DEM Command Staff will activate the DEM COOP. The alternate EOC located at the Key Largo Fire Station will be activated. DEM will continue its critical functions from this location.
  - d. COOP activation “With Warning” will allow for a more complete and orderly alert, notification, activation of plans, deployment of personnel, and activation of AEOCs.
  - e. Without warning, the COOP process will be more difficult. The ability to execute the Department’s COOP will depend on the severity of the impact on the Department’s physical facilities, and whether Department personnel are immediately available in the Department’s facility or general area.
  - f. Personnel accountability during a COOP is of utmost concern, especially if the emergency occurs without warning, during duty hours. Building Evacuation Plans and Department COOP procedures should provide for personnel accountability.
2. COOP Teams.
  - a. EOC Advance Team (EOC-AT).
    - The EOC-AT are DEM and other county employees. The EOC-AT is supplemented by staff from other County departments and County voluntary agencies. Members of the EOC-AT possess the knowledge, skills, and abilities to perform DEM mission essential functions.
    - Members of this team are comprised of personnel from:
      - Emergency Management Command Team.
      - Monroe County Fire Rescue.
      - Monroe County Sheriff’s Office and other Law Enforcement Agencies.
      - Monroe County Public Works.
      - Monroe County Social Services.
      - Monroe County Communications Department.
      - The Salvation Army.
      - American Red Cross.
    - EOC-AT members will conduct operations while in transit from mobile command vehicle or will

operate remotely from pre-designated assembly site(s).

- The EOC-AT will be responsible to continue mission essential functions of DEM within 3 hours of activation and for a period up to seven days pending regaining access to the DEM primary EOC/offices or the occupation of an AEOC.
- The Emergency Management Command Staff will direct some or all of the EOC-AT to relocate to the alternate facility as appropriate and will ensure that the mission-essential functions of the closed primary facility are maintained and capable of being performed using the alternate facility and available resources for a period up to 30 days, until full operations are re-established at the primary/impacted facility or fully relocated to an alternate facility.
- Activation of other EOC or County personnel may be required to ensure the continuous performance of DEM mission essential functions.

b. COOP Support Team(s) (COOP-S).

- Representatives from other government or private organizations may also be called upon to support COOP operations.
- COOP-S may include logistics and finance functions in support of the EOC-AT.

#### **D. TIME-PHASED IMPLEMENTATION.**

1. A time-phased implementation maximizes the preservation of life and property by making the best use of available personnel, equipment, facilities, and other resources. A successful time-phased implementation depends upon the type and magnitude of the event or threat, the amount of warning received, whether personnel are on duty or off duty and available, and the extent of damage to Department facilities and personnel.
2. In general the sequence of events for a COOP activation will occur within three time-phases:

##### **Phase I – Activation (0 to 12 Hours).**

During this phase, alert and notification of all employees (both EOC-AT and COOP-S) and other organizations identified as “critical customers” (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

##### **Phase II – Alternate Operations (12 Hours to Termination).**

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

##### **Phase III – Reconstitution and Termination.**

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

3. Section IV of this document covers more detailed, specific time-phased implementation procedures that will

be followed during COOP activation and execution.

**E. COOP KEY STAFF.**

1. DEM personnel who are activated and/or relocated under this plan to the AEOC are known collectively as the DEM COOP Team. They must be able to continue operations and the performance of mission critical functions for up to 30 days with resource support. (See Annex C: Mission Essential Functions.)
  - a. Individual names and contact numbers of the entire COOP staff are maintained.
2. DEM personnel will be assigned to one or more of the following categories:
  - a. EOC Advance Team (EOC-AT): These are personnel who will deploy and relocate to an AEOC or assembly site to provide direction and control to the relocation process, prepare the AEOC, and establish an initial operational capability within 3 hours of activation.
  - b. COOP Sustainment Team (COOP-S): These are personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified AEOC or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.

Note: Since alternate facility space and support capabilities will be limited, the membership of the COOP team must be restricted to only those personnel who possess the skills and experience needed for the execution of mission essential functions.

- c. Non COOP personnel (N-COOP): Monroe County personnel who are not designated to a COOP Team may be directed to move to some other County DEM facility or duty station, or may be advised to remain or return home pending further instruction.
- d. A COOP activation will not, in most circumstances, result in a change of duty location affecting the pay and benefits of either COOP Team members or other DEM personnel. The information is found in the Monroe County Personnel, Policy and Procedures Manual on file with Monroe County Emergency Management.

**F. DEM KEY STAFF.**

1. The coordination of DEM responsibilities will be conducted using appropriately modified COOP Team staffing schedules and rosters as determined by the DEM Command Staff when the activation of the COOP is necessary. The dual responsibility of the Department (emergency and non-emergency) requires that DEM personnel be prepared to act in both roles simultaneously. The nature of this dual tasking poses a complexity in planning for daily activities. To assure that DEM assignments can continue under all conditions, it is necessary to identify essential functions that require continuous performance even during emergency activations. (See Annex E: COOP Teams.)

**G. ALTERNATE FACILITIES.**

1. Alternate Emergency Operations Center (AEOC).
  - a. The determination of an AEOC for DEM/EOC personnel will be made at the time of COOP activation by the DEM Command Staff and will be based on the incident or threat thereof, risk assessments, and execution timeframe. If only the DEM offices/EOC is inaccessible and there is no threat to the Marathon vicinity, the primary in-town AEOC is at:

- (1) Primary Marathon Area Relocation Site:  
Monroe County Government Center Annex, Alternate EOC, 490 63rd Street, Marathon, FL 33050 (305) 289-6018
  - (2) Lower Keys Area Relocation Site:  
Key West Police Department, 1604 N. Roosevelt Blvd., Key West, FL 33040 (305) 809-1111
  - (3) Upper Keys Area Relocation Site:  
Key Largo Volunteer Fire/Rescue Department, 1 East Drive, Key Largo, FL 33037 (305) 451-2700
- b. If Marathon is threatened or the in town AEOC is not available, the AEOC will be selected from a database of available facilities that have been evaluated based on their capability and capacity. The AEOC will serve as the alternate County EOC.
  - c. Other potential alternate facilities in the AEOC database will be evaluated annually on existing capabilities and the capacity to perform the mission essential functions. Assessment areas include: construction specifications, space, billeting, personal convenience and comfort considerations (including toilet and shower facilities), site transportation and parking, interoperable communications, physical security and access controls, life support (water, electrical power, heating/ventilation/air conditioning), and logistical support. The facility must be able to sustain operations for 30 days and accommodate 40 individuals. Additionally the site must be able to support operations for the EOC-AT of approximately 8 personnel within three hours and additional 32 individuals with 12 hours. The facility must also afford sufficient security for operations and staff.
  - d. Details of required resources, equipment, supplies are found in Annex D: Equipment/Supply Matrix.
2. Assembly Site.
    - a. The EOC-AT may operate initially from an Assembly Site (a pre-identified temporary field site or determined at the time of COOP). The assembly site may be another County or City facility or commercial location. This site will be used to temporarily stage the EOC-AT before deployment to the AEOC.
    - b. List likely Assembly Sites:
      - See Monroe County Emergency Management Critical Facility Inventory - Staging Areas, published separately.

## H. MISSION ESSENTIAL FUNCTIONS.

1. It is important to establish priorities to an emergency to ensure that the relocated staff can complete DEM/EOC mission essential functions. EM Command Staff shall ensure that their essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation, Any task not deemed essential must be deferred until additional staff and resources become available. (See Annex C: Mission Essential Functions, for a listing of detailed mission essential functions)
2. Annex C provides an overview of estimated resources required, including personnel and equipment, to ensure the continuation of mission-essential functions during COOP activations.

**I. DELINEATION OF MISSION ESSENTIAL FUNCTIONS.**

1. If the DEM/EOC COOP cannot be implemented for any reason, the County's Emergency Management function will revert to the County Administration and/or Board of County Commissioners who will then determine which County agency or other organization will perform the Emergency Management function for Monroe County.
2. Annex C provides a breakdown of estimated resources required, including personnel and equipment, to ensure the continuation of mission-essential functions during COOP activations.

**J. WARNING CONDITIONS.**

1. This Plan may be activated based on a set of predetermined conditions that may or may not include alerts or warnings prior to the events. In addition, events resulting in COOP activation may occur either during normal duty or non-duty hours. For this reason, this plan must take these factors and variables into account and ensure that prompt notification of personnel and deployment of the COOP plan can occur at anytime.
2. With Warning.

Events in this category may include human events such as threats of civil disturbances, bomb or terrorist attack threats, technological events such as a nearby accidental hazardous chemical or substance releases, and natural events such as a hurricane or other weather related warnings.

A few hours warning will enable the full execution of this Plan with a complete and orderly alert, notification, and activation of the COOP Teams and deployment to assembly site(s) or AEOC(s) as appropriate.

- a) During Normal Duty Hours.

Warning prior to the event will allow Senior Leadership and Key Staff to evaluate the situation and determine the proper course of action, based on the information available at that time. If the determination is made to activate the COOP plan, then an orderly alerting and execution of the DEM/EOC COOP plan can occur. This will allow for the effective relocation of staff and resources to the COOP sites and the safe evacuation and protection of all DEM/EOC personnel.

- b) During Non-Duty Hours.

As with Warning During Normal Duty Hours, warnings received during non-duty hours will allow Senior Leadership and Key Staff to evaluate the situation with the majority of DEM/EOC personnel not on-site. If the determination is made to activate the COOP plan during non-duty hours, notification to staff must be conducted in a method that ensures that all staff are properly notified.

3. Without Warning.

Events in this category may include human events such as a surprise attack on the Marathon Regional Government Center by terrorists, a vehicle accident releasing hazardous chemicals or a fire within the building, and natural events such as a tornado or flood.

The ability to execute this plan following an event without warning will depend upon the severity of the emergency and the number of DEM/EOC personnel available.

## a) During Normal Duty Hours.

Because no warning was available prior to the event, the process of activating and execution of the COOP plan may begin with the activation of Marathon Regional Government Center Emergency Plan by evacuation of employees from the building.

Available members of the COOP Teams will be activated and deployed to the primary DEM offices/EOC, or to an Assembly Area or an AEOC as appropriate.

## b) During Non-Duty Hours.

Because of no warning prior to the event and most personnel not being at Marathon Regional Government Center, notification of the activation of the COOP plan may come from non-conventional sources such as a notification tree, media announcements, and other methods.

Although the DEM/EOC facility may be rendered inoperable, it is likely that the majority of DEM/EOC staff could be alerted by pager, phone or cell phone, and activated to report to an Assembly Area or an AEOC.

**K. DIRECTION AND CONTROL**

## 1. Direction and Control.

- a. The DEM Command Staff is responsible for ordering activation of the DEM COOP.
- b. Members of the EOC-AT may be requested by the DEM Command Staff to disseminate COOP guidance and direction during the activation and relocation phases.
- c. Pending the activation of the COOP Plan, the EOC-AT Team Leader will monitor the situation and assist in the notification process, as necessary.

## 2. Authorized Successors.

- a. Authorized successors to the DEM Command Staff are listed in Annex H: Orders of Succession.
- b. Lines of succession shall be maintained by all DEM/EOC organizational elements reporting to the DEM Command Staff to ensure continuity of mission essential functions.

## 3. Delegation of Authority.

- a. Each DEM/EOC organizational element shall pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances.
- b. Delegation of Authority and circumstances under which authorities would be exercised, are described in Annex G: Delegation of Authority.

**L. OPERATIONAL HOURS.**

1. During COOP contingencies, the DEM Command Staff will determine hours of work for the COOP Teams. It is expected that working hours of the activated COOP will be similar to normal emergency working hours

at DEM/EOC.

2. Certain COOP Team members must be prepared to support a 24-hour per day, 7-day per week operation.

#### **M. ALERT AND NOTIFICATION.**

1. Alert Procedures.

- a. Information and guidance for DEM/EOC employees will normally be passed telephonically using existing emergency notification cascades.
- b. Depending on the situation, current information will also be available via:
  - Emergency Information Hotline.
  - Announcements released to local radio and TV stations (includes phone numbers for employees and general public to call for further information).
- c. Employees should listen for specific instructions. All DEM/EOC employees should remain at their office or home until specific guidance is received.
- d. Some employees, previously identified, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and the designated AEOC location.
- e. The DEM Command Staff or designated successor will direct the activation of the DEM COOP.

2. Notification Procedures.

- a. Notification to DEM/EOC COOP staff is made via EM's "Alert List."
- b. The following individuals are authorized to activate the "Alert List" list:
  - Emergency Management Senior Director.
  - Emergency Management Director.
  - Emergency Management Administrator.
  - Radiological Emergency Preparedness Administrator.
- c. Notification may also be made via personal contact or use of any available systems to include: telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
- d. In an emergency event, where COOP would be activated, the following activation notification would occur and the Emergency Management Director would notify the following:
  - Monroe County Emergency Management Sr. Director
  - Monroe County Public Safety Director
  - Monroe County Administrator
  - Monroe County Emergency Management Staff
  - State Warning Point
  - State Area 7 Coordinator
  - Monroe County Sheriff's Office
  - Monroe County Mayor

- Public Information Officer
  - Monroe County Fire Rescue
  - Monroe County Public Works
- e. The above- specified individuals/departments would be notified immediately. Notification to other personnel/departments would depend on the event assessment.

### **SECTION III: RESPONSIBILITIES AND PROCEDURES.**

#### **A. PERSONNEL COORDINATION.**

1. DEM/EOC ESF personnel who are needed for the continuous execution of mission essential functions (CEMP ESFs) have been pre-identified and assigned COOP duties.
  - A complete inventory of personnel is listed in the directory of “EOC Public Safety Assignments and Department Liaisons.”
2. Two 12-hour shifts may be employed. (For details, see EM’s time delineated checklists.)
3. Requests for augmentation of COOP staff will occur as follows:
  - a. If necessary, the advance team will deploy to the Alternate Relocation Point/s with other identified critical staff to provide Department mission critical functions for up to 30 days at the designated Alternate Relocation Point.
  - b. When the regional facility is restored, or a new office facility is identified and available, the identified transition management group will move mission critical functions from the Alternate Relocation Point to that facility.
  - c. Only personnel who are needed for the continuous execution of mission critical functions will be included on the implementation roster.
  - d. Personnel not activated as first team members will be contacted and provided information on their status.
  - e. Communication with the pre-selected personnel with clearly defined roles and responsibilities will be performed in person, via phone, fax or pager/s, with a notification of such development to the County Administrator.
4. During COOP operations, personnel not activated will be provided information on their status of pre-designated schedules, assignments, via telephone, fax and e.mail.
5. Listed below are personnel resources and capabilities in place to ensure that emergency and non-emergency staffs are prepared when disasters strike, either with or without warning:
  - Communications Plan for emergency and non-emergency staff.
  - Health, safety, and emotional well-being of EM employees and their families.
  - Pay status and administrative leave issues.
  - Medical, special needs, and travel issues.

**B. VITAL RECORDS AND DATABASES.**

1. Vital records and databases identified as critical to supporting mission-essential functions, both paper and electronic, have been identified and will be maintained, updated, and stored in secure offsite locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how emergency operating records will be made available to qualified personnel and will ensure backup for legal and financial records. Identified below are different categories of vital records:
  - Vital records essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure offsite location.
  - Vital records critical to carrying out an organization's essential legal and financial functions and activities.
2. Vital Records and Databases are listed in Annex K: Vital Records and Databases.
3. The Monroe County Technical Services Department provides additional information on vital records and provides identification, location, and backup capabilities of Emergency Management vital records necessary for performing mission-essential functions.
4. Each department within the county is responsible for the preservation of essential records within their respective departments. The Emergency Management Department keeps all records of all emergency response directives in hard copy as well as disk back ups. All forms necessary to track emergency preparedness, response and recovery activities are, in addition to hard copies, on file, and backed up with our Technical Support Department. Those forms would include: response personnel roster, directives, time worked tracking, resource requests, resource tracking, call logs, notification forms, PSA forms, damage assessment forms, etc.
5. The Purchasing Department database maintains purchase orders, resource delivery tracking cost, etc. Emergency Management, for expeditious processing, maintains hard copy of Purchase Orders for already pre-approved vendors.
6. The Personnel Department database maintains responders time worked, travel expenses (should it be necessary), injury claims, etc.
7. The Department of Emergency Management has access to all the above mentioned records.
8. Operating procedures are located at all Alternate Facilities.

**C. PRE-POSITIONED RESOURCES.**

1. Certain supplies, equipment, data, vital records and other critical resources are pre-positioned at the alternate facility. These are identified on the "EOC/COOP Equipment/Supply Matrix", see Annex D: COOP Equipment Supply Matrix.

**D. DRIVE-AWAY KITS.**

1. Official Items. The Department has a number of reference materials, databases, procedures, guides, and other items that are used repetitively and are essential for the efficient operation of the Department and would be required to resume normal operations. These items are assembled into a briefcase or box so that they may be collected quickly during COOP activation and transferred to the ARP.

- a. The Directors/Chiefs/Leaders are responsible for ensuring that the Drive-Away-Kits are prepared and accessible in the event of plan activation. Kits may include the following items:
  - COOP Plan
  - Laptops
  - CDs with data/information, necessary to perform mission essential functions (i.e., forms, personnel information, contact information, resources list, copies of databases, etc.)
  - Cell phone
  - Portable Radio
  - Flashlight
  - Batteries
  - Maps
2. Personal Items. In addition to “official items” carried in the drive-away kits, each COOP team member should bring appropriate personal items and changes of clothing. Casual dress is appropriate. See Attachment 1: Personal Drive-A-Way Kit ("Bug Out Bag"), for a recommended list of personal “go kit” items.
  - a. Personal “go kit” items should include:
    - Toiletries
    - Towels (3)
    - Medication – if applicable
    - Change of clothing – consider at least 3 days worth
    - Comfortable shoes
    - Blanket/pillow
    - Cell phone and cell phone charger (wall and car chargers)
    - Energy boosters: Granola bars, peanut butter, cookies, nuts, dried fruits, trail mix, etc. These items are easily stored and most keep without refrigeration

## **E. TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY SUPPORT.**

1. Internal communications that will be used within Emergency Management to communicate with emergency and non-emergency staff during COOP emergencies:
  - Email.
  - Landline phone.
  - Cell phone.
  - Cell-Radio.
  - Sky Cell.
  - Radio, 800 and VHF.
  - Fax.
  - County Intranet.
2. External communications that will be used by Emergency Management to communicate with other emergency response agencies, the media and other agencies/organizations external to Emergency Management:
  - Email.
  - Landline phone.
  - Cell phone.

- Cell-Radio.
  - Sky Cell.
  - Radio, 800 and VHF.
  - Fax.
  - County Intranet.
  - EAS.
  - Emergency Information Hotline.
3. Also critical is the ability to conduct and maintain numerous types of communications from the alternate facility to ensure that there is redundancy in the event that one or more communications systems is not operational. Emergency Management has identified the following communications systems as operational at the AEOC:
- Landline phone.
  - Fax.
  - County Intranet.
  - Internet.
  - Email.
  - Cell phone.
  - Cell-Radio.
  - Sky Cell.
  - Radio, 800 and VHF.
  - EAS (indirect feed).
4. Access to critical information systems that are used to accomplish mission-essential functions during normal operations from the primary facility should also be assured at the alternate facility. In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For Emergency Management, the County Technical Services Department maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, County Technical Services Department ensures that connectivity exists at the AEOC. The County Technical Services Department will also provide systems technical support during COOP activations.
5. The above referenced telecommunications and information systems capabilities at the AEOC are sufficient for the performance of mission- essential functions under the COOP Plan.

**F. TRANSPORTATION, LODGING, AND FOOD.**

1. Emergency Management has procedures that address food, lodging, and purchasing for emergencies.
2. The EM Command Staff or designee will disseminate information related to local travel and temporary duty station when the DEM/EOC COOP is activated.
  - a. Transportation. To the extent possible, COOP personnel will use their privately-owned vehicles to commute to an assembly site or pre-identified AEOC. If necessary a transportation plan will be developed for collecting and deploying COOP personnel.
  - b. Lodging. On-site billets may be available at no cost for relocated employees, and those who are unable to commute from home/motel or those who may be required to work extended hours are given priority.
  - c. Meals are coordinated/provided by EM Command Staff and EOC Logistics (reference EOC Feeding

Plan).

- d. COOP personnel will be allowed per diem as appropriate to the situation.

#### **G. SECURITY AND ACCESS CONTROLS.**

1. The EM Command Staff will ensure that security policies and procedures address the following: all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls.
  - a. Access to COOP plans and procedures. Due to the sensitive information contained in the COOP Plan, distribution of the Plan is limited as per the public disclosure exemption granted under Section 281.202, Florida Statutes. An accounting of those who have access to the plan is maintained.
  - b. Physical security of primary and alternate sites is provided by the Sheriff's Office.
  - c. Personnel access controls at primary EOC is by "swipe cards", county issued IDs, and uniformed officer at entry points. Personnel access controls at AEOC is by county issued IDs, and uniformed officer at entry points.
  - d. Computer Information systems, cyber security provided and coordinated by Technical Services.
  - e. Communications security provided and coordinated by the Communications Department.
2. For incidents involving terrorist attacks or threats of terrorist attacks, Emergency Management has developed a security augmentation system based on the five-tiered Federal Department of Homeland Security Advisory System. See Monroe WMD Plan.

#### **H. PERSONAL PREPAREDNESS.**

1. Periodic training will be provided to all of the EOC ESF and EM Command Staff personnel staff to assure that all employees are prepared for COOP contingencies. Training will focus on: preparing employees for situations in which they will not be able to work from their primary facility; advising on how to be personally prepared by developing "personal go-kits"; developing personal and family disaster plans.
2. In addition to "official items" carried in the drive-a-way kits, each COOP team member should bring appropriate personal items and changes of clothing. Casual dress is appropriate. See Attachment 1: Personal Drive-A-Way Kit ("Bug Out Bag") for a recommended list of "go kit" items.
3. See Attachment 2: Guide for the Development of A Family Care Plan, for information on developing personal and family disaster plans.
  - a. It is important to know what to do in case of an emergency. Your personal plan should include the following:
    - Determine your destination (to a relative, a friend, a motel/hotel or public shelter) in the event you have to leave your home, or in the event an evacuation order is given.
    - Always let a family member or a friend know of your destination.
    - On a map, outline the quickest and safest route needed to get to your destination. Remember,

bridges and low-lying areas may be unsafe for travel.

- Review your insurance policies and coverage.
- Take photos and/or video footage of your property. Store this information with your important papers. Make copies of the documents and photographs and leave them with someone you trust
- Have an extra medication supply on hand, or a prescription ready to be filled
- At-home Kit and Evacuation Kit.

#### **I. SITE-SUPPORT PROCEDURES.**

1. A EOC-AT Team Leader is appointed by the Emergency Management Command Staff or designee to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation.
2. The EOC-AT Team Leader will ensure that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. AEOC Site-Support procedures include:
  - Facility access and control.
  - In-processing.
  - Office and billet (if required) assignments.
  - Physical security.
  - Administrative support and supplies.
  - Transportation (off site and on).
  - Medical services.
  - Communications support.
  - Information systems support.
3. The EOC-AT Team Leader responsibilities also include ensuring that procedures are developed for transition back to normal operations once the emergency situation has passed.
4. Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 6, details site support responsibilities and procedures.

#### **SECTION IV: PHASE I – ACTIVATION.**

As previously stated, the degree to which this Plan is implemented depends on many variables: the type and magnitude of the emergency, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and personnel. The following procedures will be modified by circumstances and as needed in the execution of the COOP.

##### **A. ALERT AND NOTIFICATION PROCEDURES.**

1. Upon receipt of a potential COOP situation from the DEM Command Staff, COOP alerts and notifications procedures are made as per Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 2.
2. COOP staff will receive instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility. COOP staff will be instructed to either:

- Standby for further information and instructions, or
- Report to the primary work facility, or
- Report immediately to an assembly site, or
- Report immediately to the designated AEOC location.

**B. INITIAL ACTIONS.**

1. Based on an assessment of the situation and circumstances of the event, the DEM Command Staff will evaluate the impact on facilities and personnel. COOP staff will be instructed to:
  - Continue mission-essential functions at the primary facility utilizing portions of this COOP plan as needed to resume normal operations, or
  - Use a temporary assembly area or command post to continue mission-essential functions until the primary facility is readied, or
  - Use a temporary assembly area or command post to continue mission-essential functions as a transition to an AEOC, or
  - Relocate mission-essential functions to AEOC.
2. Details of initial actions are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 1.

**C. ACTIVATION PROCEDURES DUTY HOURS.**

1. Depending upon the situation, activation tasks and actions during duty hours may include:
  - Activation of workplace emergency and evacuation plans.
  - An assessment of impacts on the primary facility and personnel and ability to continue mission-essential functions.
  - Activation of COOP by the DEM Command Staff.
  - If the primary facility is deemed unusable, the AEOC manager is notified, and the process of relocating mission-essential functions begins.
  - Available members of the COOP Teams are activated and deployed to an Assembly Area, or an AEOC as appropriate.
  - Personnel who do not have COOP responsibilities sent home pending further guidance. \_\_\_\_\_
  - Security and other designated personnel of the impacted primary facility take appropriate measures to ensure security of the facilities and equipment or records remaining in the vacated building.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 2.

**D. ACTIVATION PROCEDURES NON-DUTY HOURS.**

1. Depending upon the situation, activation tasks and actions during non-duty hours may include:
  - Notification to the DEM Command Staff and DEM staff that an emergency requiring COOP activation is anticipated or underway.
  - Notification of COOP Teams by the DEM Command Staff.
  - An assessment of impacts on the primary facility and personnel and ability to continue mission-essential functions.
  - Activation of COOP by the DEM Command Staff.

- DEM employees with COOP responsibilities remain on duty pending further guidance.
  - If the primary facility is deemed unusable, the AEOC manager is notified, and the process of relocating mission-essential functions begins.
  - Available members of the COOP Teams are activated and deployed to an Assembly Area, or an AEOC as appropriate.
  - Personnel who do not have COOP responsibilities are notified and directed to remain at home pending further guidance.
  - Security and other designated personnel of the impacted primary facility take appropriate measures to ensure security of the facilities and equipment or records remaining in the vacated building.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 2.

**E. DEPLOYMENT AND DEPARTURE PROCEDURES – TIME-PHASED OPERATIONS.**

1. The DEM Command Staff will determine full or partial deployment to the designated alternate facility of any mission-essential functions that are critical to operations at the time the Emergency Management COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered. If the primary facility is deemed unusable:
- a. EOC-AT Team immediately begins deployment to an assembly area or AEOC, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. This team will most likely use agency and privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation. Any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions.
  - b. COOP-S Team personnel present at the impacted facility at the time of an emergency notification will be directed to either support COOP actions or to proceed to their homes to await further instructions. If supporting COOP actions, this team will most likely use agency and privately-owned vehicles for transportation to the designated facility. Likely support tasks include transporting office equipment and Drive-Away Kits, along with their personal preparedness bags. Any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, CST personnel will remain at their homes pending further guidance.
  - c. COOP-N personnel present at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, non-essential personnel will remain at their homes pending further guidance.

**F. TRANSITION TO ALTERNATE OPERATIONS.**

1. Following the activation of the COOP Plan and establishment of communications links with the DEM Command Staff and the EOC-AT at an assembly site or the designated alternate facility, the DEM Command Staff orders the cessation of operations at the primary facility.
2. The Public Safety Director or designee notifies other County departments, County Administrator and elected officials that an emergency relocation of the Emergency Management facility is complete and provides

information on the alternate facility location, including contact numbers.

3. As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by the Emergency Management Spokesperson or other designated person(s) that the Emergency Management primary facility has been temporarily relocated.
4. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP #'s 3, 4, 5, and 6.

#### **G. SITE-SUPPORT RESPONSIBILITIES.**

1. Following notification that a relocation of the Emergency Management facility has been ordered or is in progress, the designated AEOC Manager will implement the COOP Site support procedures and prepare to receive the EOC-AT Team within 12 hours.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 6.

### **SECTION V: PHASE II – ALTERNATE OPERATIONS.**

#### **A. EXECUTION OF MISSION ESSENTIAL FUNCTIONS.**

1. Upon activation, the EOC-AT will begin providing support for the following functions:
  - Monitor and assess the situation.
  - Plan and schedule relocation site operations as appropriate.
  - Monitor the status of personnel and resources.
  - Continue DEM essential functions.
  - Report the status of operations to other DEM/EOC components.
  - Ensure that mission-essential functions (see Annex C: Mission Essential Functions) are reestablished as soon as possible at primary site or AEOC.
  - Establish and maintain contact with the Emergency Operations Center and appropriate EOC staff, ESF Emergency Coordinating Officers, or other designated personnel.
  - Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

#### **B. ESTABLISHMENT OF COMMUNICATIONS.**

1. The EOC-AT will have the ability to retain communications while in-transit through cell phones. (See Annex J: Interoperable Communications.)
  - a. Ready access to local telephone systems will be the key to successful communications.
  - b. Other additional communications resources, such as high frequency radios, cellular phones, or e-mail nets, or amateur radios owned and operated by staff can also be used in an emergency
2. The County Technical Services will service and correct any faulty or inadequate communications systems.
3. County Technical Services personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

**C. RELOCATION STAFF RESPONSIBILITIES.**

1. In addition to the functions identified in paragraph V-A above, the EOC-AT members will begin providing support for the following functions as soon as possible while in transit or upon arrival at the designated alternate facility or pre-identified assembly site:
  - The EOC-AT Leader or AEOC Manager will disseminate administrative and logistics information to the COOP teams upon arrival. This information should generally cover the operational procedures for the next 30 days.
  - COOP teams will receive continual briefings and updates from the AEOC Manager or DEM Command Staff.
  - The COOP teams will perform the mission-essential functions of Emergency Management.

**D. AUGMENTATION OF STAFF.**

1. COOP-S Team members will be prepared to provide backup support to the EOC-AT and should be trained to conduct one or more of the COOP functions that will be performed from the alternate facility during COOP activations.
2. If it becomes evident that the EOC-AT cannot adequately ensure the continuation of mission-essential functions, the DEM Command Staff or EOC-AT Leader or the AEOC Manager will determine the additional positions necessary to maintain these functions.
3. The DEM Command Staff or EOC-AT Leader or the AEOC Manager will:
  - Identify individuals from the COOP-S Team who may be able to provide support to the EOC-AT.
  - Ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
  - Consider implementing agreements with outside resource support including Memoranda of Understanding/mutual aid agreements with other government agencies and contractual agreements with private vendors.

**E. AMPLIFICATION OF GUIDANCE TO ESSENTIAL AND NON-ESSENTIAL PERSONNEL.**

1. Employee Work Status. Once a decision to execute relocation has been made, personnel identified by management to go home (or stay home) are placed on administrative leave. If the situation is anticipated to continue for an indeterminate period, and employees are not able to report to an alternate site, or an alternate site is not available, a determination on duty status will be made by the DEM Command Staff or designee in consultation with the appropriate County HR officials.
2. The Public Safety Director and the Emergency Management Director will develop an informative memorandum to be signed by the County Administrator for dissemination to all employees on the duration of alternate operations as well as pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
3. The Emergency Management Command Staff will distribute the memorandum to the COOP team members, relocated personnel and non-essential staff through appropriate media and other available sources.

**F. DEVELOPMENT OF PLANS AND SCHEDULES FOR RECONSTITUTION AND TERMINATION.**

1. As soon as possible (within 24 hours) following an emergency relocation, the DEM Command Staff or EOC-

AT Leader will develop plans and initiate operations to salvage, restore, and recover the impacted facility, pending approval of applicable local, state, and federal law enforcement and emergency services.

2. Relocation operations will end when the DEM Command Staff determines and ensures that:
  - The threat to the home site has ended, is not likely to recur, and the home site can be reoccupied; or
  - A new home site can be occupied.
3. The Emergency Management Command Staff or the AEOC Team Leader will coordinate Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
4. The Emergency Management Command Staff will approve the plans and schedules prior to the cessation of operations.
5. The Emergency Management Command Staff or AEOC Team Leader will oversee the Reconstitution and Termination process. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 7.

## **SECTION VI: PHASE III – RECONSTITUTION AND TERMINATION.**

### **A. OVERVIEW.**

1. The process of moving from the relocation site to the old or new home site is generally the same as that of moving to the relocation site, in that its objective is to continue essential operations during the transition, to have a smooth handoff from the relocation site to the old or new home site, and to make the move as safely and cost-effectively as possible.
2. Reconstitution procedures will commence when the DEM Command Staff determines that the emergency situation has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:
  - Continue to perform mission-essential functions at the alternate facility for up to 30 days.
  - Begin an orderly return to the impacted facility and reconstitute full normal operations.
  - Begin to establish reconstitution of normal operations at a different facility location.

### **B. PROCEDURES.**

1. Upon a decision by the DEM Command Staff that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:
  - The DEM Command Staff will oversee the orderly transition of all functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
  - Prior to relocating back to the restored facility or another facility, the DEM Command Staff will ensure that appropriate security, safety, and health assessments are conducted.
  - When necessary equipment, documents, and other critical resources are in place at the new or restored facility, the staff remaining at the alternate facility will transfer mission-essential functions and resume normal operations.
  - Agency personnel will be notified that normal operations are resuming and that they should report back to work.

2. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 7.
- C. AFTER-ACTION REVIEW AND REMEDIAL ACTION PLANS.**
1. A “ESF 5 After-Action Review” information collection process will be initiated prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from employees working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The After-Action Review should provide recommended actions to improve areas identified as deficient or requiring improvement.
  2. The information will be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP Annual Review Process.

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Continuity Of Operations Plan (COOP)

**II. ANNEXES**

**II. ANNEXES.**

- A. Risk Assessment.
- B. COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix.
- C. Mission Essential Functions.
- D. COOP Equipment/Supply Matrix.
- E. COOP Teams.
- F. Key Contact List.
- G. Delegation of Authority.
- H. Orders of Succession.
- I. Designated Alternate Facilities.
- J. Interoperable Communications.
- K. Vital Records and Databases.
- L. Tests, Training & Exercises.
- M. Program Management.

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**ANNEX A: RISK ASSESSMENT MATRIX.**

COOP Risk Assessment									
Location/Facility: Monroe County									
Date Completed: 01/05/04									
Completed by: EM									
Type of Hazard	Historical Occurrence	Prob. of Occurrence	Human Impact	Property Impact	Business Impact	Mitigation Activities	Internal Resources	External Resources	Total
<b>* Hazards of Concern as per Monroe County HVA</b>									
Civil Disturbance *	1	1	1	1	1	3	3	3	0.3
Communications Failure	3	2	3	1	3	3	3	4	2.0
Coastal Oil Spill *	1	1	1	2	2	2	1	3	1.1
Computer Crime/Virus/ Software Failure	1	1	1	3	3	3	3	3	1.2
Drought *	1	1	2	3	3	3	2	3	1.6
Epidemic	1	2	3	3	3	3	3	4	2.0
Fire: Brush & Forest *	2	2	2	3	2	4	4	4	1.6
Fire: Structural	1	1	3	3	3	4	4	4	1.3
Flooding: Short Duration *	4	4	3	2	2	3	3	3	3.2
Flooding: Freshwater *	4	4	2	2	3	3	3	3	3.2
Flooding: Drainage *	3	3	2	2	2	4	3	3	2.2
Flooding: Coastal Tidal *	1	2	4	4	4	4	3	4	2.6
Freeze *	1	1	1	2	2	2	2	3	1.0
Gas Leak	1	1	2	2	2	3	3	3	1.0
Hazardous Material Spills: *									0.0
a. Roadways *	2	3	1	2	1	3	2	4	1.7
b. Air *	1	1	3	1	3	3	2	4	1.2
d. Pipeline *	1	1	2	1	2	3	3	4	0.7
e. Rail Systems *	1	1	2	1	1	2	3	4	0.6
Hurricanes *	1	2	4	4	4	3	3	3	2.8
Lightning	4	4	3	1	1	3	3	4	2.7
Mass Immigration *	1	1	2	1	1	3	4	4	0.3
Military Conflict	1	1	1	1	1	1	3	5	0.3
Plane/Train/Auto Crash	2	2	2	2	2	3	3	5	1.4
Power Failure	2	2	2	1	2	4	3	5	1.1
Severe Weather/Storms *	3	3	2	2	2	3	3	4	2.2
Sinkholes/Subsidence *	1	1	1	1	1	1	1	1	1.0
Terrorism	1	1	3	2	2	4	3	5	0.9
Theft/Vandalism	2	2	3	3	3	4	4	4	2.0
Thunderstorm	3	3	1	1	1	3	3	4	1.6
Tornado *	2	2	3	3	2	4	4	4	1.8
Tropical Storm *	2	3	3	3	3	3	4	4	2.6
Water Pipe Break	3	3	2	2	2	3	3	3	2.3
Weapons of Mass Destruction: Chemical/Biological/Nuclear	1	2	4	3	3	4	3	5	2.0
Wildfires	2	2	3	3	2	4	4	4	1.8
Workplace Violence	1	1	2	1	2	3	3	3	0.8
Work Stoppage	1	1	2	1	3	1	1	1	1.7
Analysis Results: <u>High Risk</u> : Greater than 3.5 <u>Medium Risk</u> : 2.0 to 3.5 <u>Low Risk</u> : Less than 2									
<i>See scoring instructions next page.</i>									

**Instructions for Using the Spreadsheet**

The All Hands COOP Risk Assessment tool is an Excel spreadsheet, which is designed to measure a facility's risk from the effects of various hazards. The tool is based on a formula that weighs the probability and severity of potential impacts against preparations in place which are intended to minimize these impacts. Using a simple 1 to 5 scale, the probability of occurrence and the impact potential are tabulated along with mitigation efforts and the resources available to respond to the hazard. The score is based on a formula that weighs risk heavily but provides credit for mitigation and response and recovery resources. The higher the score, the higher the facility's risk from the hazard.

**Instructions.**

1. Obtain and review a copy of the county's Hazard Vulnerability Analysis (HVA.)
2. Add or delete hazards as required based on your local HVA analysis.
3. Using the guidelines shown below, score each hazard in all columns based on a scale of 1 to 5 with 5 being the highest.
4. Final Step: Sort the Total Column in descending order once scoring is completed.

**Scoring Guidelines.**

There are eight risk assessment factors contained in the spreadsheet. All factor scoring is done on a scale of 1-5. The formula contained in the spreadsheet calculates higher scores in the occurrence and impact columns as increasing risks, while higher scores in the mitigation and resource categories lower the overall risk score giving credit for steps taken to reduce the likely impact. Base your scoring on a "worst-case scenario." The following guidelines will assist you in scoring each hazard.

**Historical Occurrence (Frequency):**

Based on the number of occurrences: At least one occurrence every 1-4 years = 5; At least one occurrence every 5-10 years = 4; At least one occurrence every 11-50 years = 3; At least one occurrence every 51-100 years = 2; Has not occurred, but for planning purposes should be evaluated = 1.

**Probability of Occurrence:**

Based on the statistical probability of the hazard occurring in a given year. This may be obtained by scientific research or may simply be an educated guess. The higher the probability, the higher the score. Use the following guideline in determining your score. If less than 5% score 1, if 5% to 10% score 2, if 10% to 20% score 3, if 20% to 40% score 4, and score 5 if greater than 40% probability.

**Human Impact:**

Score based on greatest possible impact should worst-case event occur at your facility. Consider the likely number of fatalities, injuries, homeless, etc. Score 1 low - 5 highest.

**Property Impact:**

Score based on the economic costs of the event, including both direct and indirect property damage from the hazard. Smoke damage would be a 1 while a total loss should be a 5. Score 1 low - 5 highest.

**Business Impact:**

Score based on factors such as service impact, lost wages, revenues, and taxes. Consider cost of relocation, permanent damage to valuable resources, etc. Score 1 low - 5 highest.

**Mitigation Activities:**

Based on steps taken to mitigate the hazard such as security barriers, fire sprinklers, and redundant technical systems. The more mitigation measures taken, the higher the score. Score 1 low - 5 highest.

**Internal Resources:**

Base your score on the internal response and recovery resources. High scores should be given when there are a formal on-site response teams, organized fire brigades, floor wardens, continuity teams, or recovery teams. Score 1 low - 5 highest.

**External Resources:**

Base your score on the external resources that would be immediately available. This would include the local fire department. Give higher scores if there are specialized teams available or if contractor support such as hot sites, alternate facilities, and response teams are immediately available. Score 1 low - 5 highest.

**Understanding the Scores:**

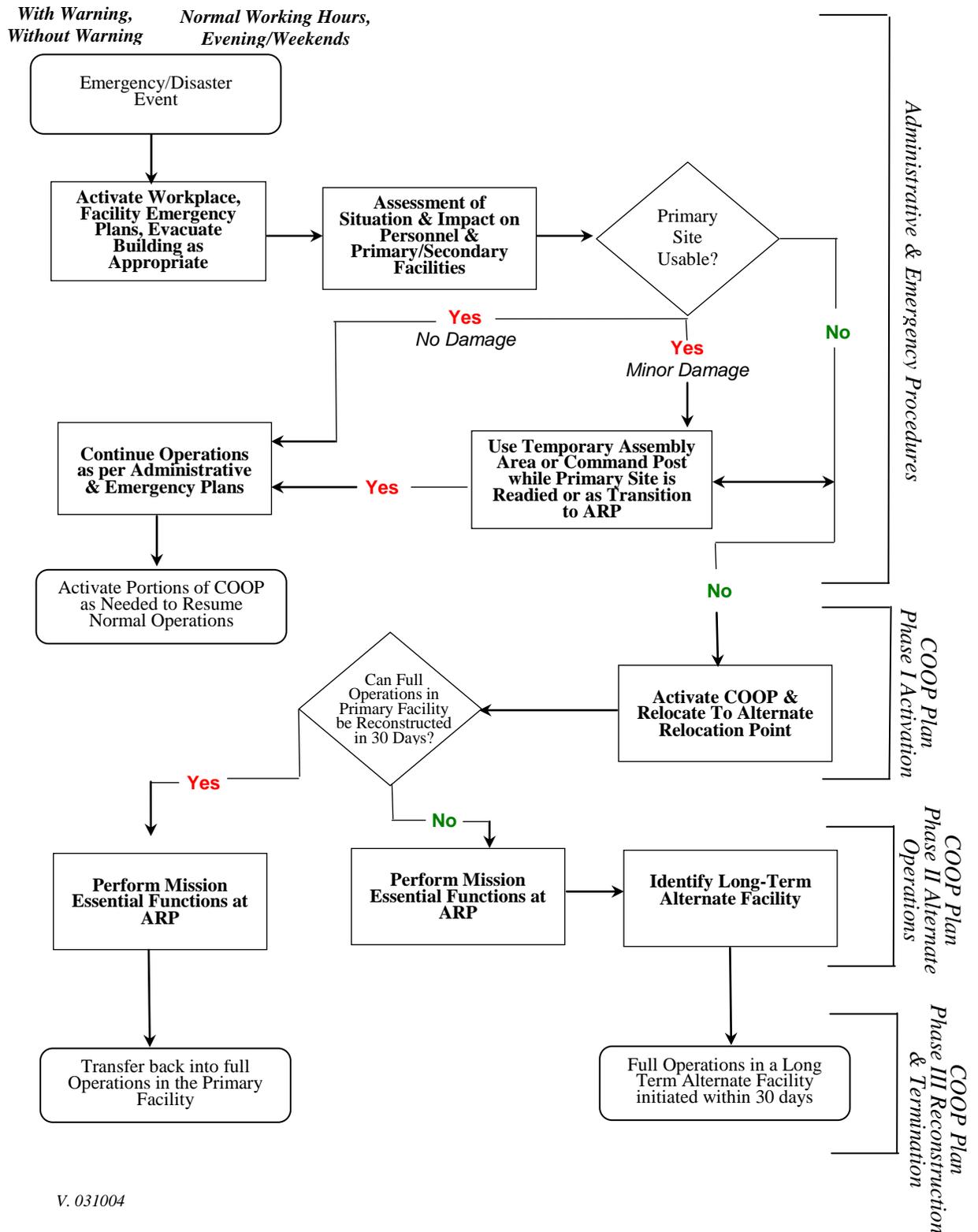
Based on the weighted scoring formula hazards that are relatively high will score 3.5 or higher. The spreadsheet is programmed to change colors based on the score as follows:

Red	High Risk	Greater than 3.5
Yellow	Medium Risk	From 2.0 to 3.5
Green	Low Risk	Less than 2.0

These scores are based on subjective judgments but, nonetheless, they provide a means to quickly rate the facility's risk from various hazards. Based on this risk scoring, priorities for increased mitigation and preparedness activities can be determined.

**ANNEX B: COOP PROCESS FLOW CHART & COOP PROCESS SUPPORTING PLANS & SOPS MATRIX.**

**COOP Process Flow Chart**



V. 031004

**COOP Process Supporting SOPs**

<b>Item</b>	<b>Description</b>	<b>Responsible Person(s)</b>
SOP 1	Emergency Response and Assessment	
SOP 2	COOP Alert and Notification	
SOP 3	COOP Relocation	
SOP 4	Relocation, Direction and Control	
SOP 5	COOP-A Team	
SOP 6	Alternate Relocation Point Start-up	
SOP 7	Return to Primary Facility and Restoration	
SOP 8	Department General COOP Responsibilities	

**Note:** SOPs need to be personalized and a responsible person assigned.

**COOP Process Supporting Plans**

<b>Items</b>	<b>Description</b>	<b>Availability</b>
Monroe County CEMP	Describes County's Emergency Management program, EOC organization and operations, Emergency Support Functions. COOP is a function within the CEMP.	Monroe County Emergency Management
WMD Annex to CEMP	Describes County's plans for monitoring and response to terrorist acts	Monroe County Emergency Management
County Technical Services Recovery Plan	Procedures for County's IT back-up, redundant systems, alternate sites, recovery and restoration	County Technical Services Department
Workplace/Facility Emergency Plan	Workplace emergency procedures	Workplace Safety Officer
Workplace/Facility Evacuation Plan	Workplace evacuation procedures, route, assembly area, personnel accountability, re-entry procedures	Workplace Safety Officer or Evacuation Warden

COOP SOPs

**Note**

The following COOP process SOPs are provided as examples. Departments are encouraged to personalize these SOPs by adding department specific information. These SOPs are not inclusive. Add tasks and relevant information as appropriate.

**I. EMERGENCY RESPONSE AND ASSESSMENT SOP.**

- A. Emergency Response: Life Safety. (During Duty Hours).
  - 1. For event affecting the facility/building, follow workplace and building emergency procedures.
  - 2. Response to an emergency does not necessarily automatically translate into the declaration of a disaster and the implementation of a full COOP.
- B. Assessment.
  - 1. Following the notification of the emergency incident or situation, an Assessment Team of key department personnel will first assemble at the incident site and immediately begin to assess and evaluate the altered business environment.
    - Assessment Team members: \_\_\_\_\_ (*Assign and List Team Members*)
  - 2. The primary objectives of the Assessment Team are to:
    - Establish an immediate and controlled department presence at the incident site.
    - Conduct a preliminary assessment of incident impact, known injuries, extent of damage, and disruption to the department services and business operations.
    - Notify the department Director.
    - Determine if and/or when access to the department facilities will be allowed.
    - Provide the department Director with the facts necessary to make informed decisions regarding subsequent COOP activation and recovery activity.
  - 3. Activation of the department relocation portion of the COOP requires significant expenditures of time, personnel and financial resources. The department Director will determine whether or not the expenditure of resources are warranted and to what extent they are justified based on the information and recommendations provided by the Assessment Team.
- C. Assessment of Situation and Primary Facility Checklist.

**Purpose:** Protect people from re-entering buildings before they have been declared safe, conduct visual inspection and analysis of types of hazards, notification to department management of serious hazards.

  - Ø Make notification to 9-1-1 (if appropriate) first, then department management. Initial situation report should include:
    - Location
    - Injuries

- Weather, if a factor
  - Situations-what happened, etc.
  - Exposure- what is threatened, what is needed, what is contaminated (especially water drainage/supply)
- θ Conduct a visual inspection and analysis of the types of hazards present in the area.
- Approach any inspection site cautiously.
  - Do not contaminate yourself or any equipment you use.
  - Assume the worst until otherwise verified.
  - Are there general exterior hazards? Holes, broken pavement, walkways, trees down or leaning, power lines down, building siding broken or hanging.
  - Is there an equipment hazard? Heavy objects, vehicles, machinery, desks, racks or bookshelves not braced, file cabinets, etc.
  - Is there a hazardous material problem? Chemicals spilled, tanks of liquids exposed, pipes broken, flammable liquids, strong odor of gas, sewage, etc.
  - Are there overhead hazards? Suspended ceiling without bracing, fluorescent lights or fire sprinklers without support, other overhead hazards.
  - Is there an electrical problem? Exposed wires, batteries, transformers hanging or not anchored junction boxes exposed, etc.
  - Are there windowpanes unsecured or broken glass?
- θ Be sure to look for multiple hazards.
- θ Document and notify department management of serious safety hazards.
- Maintain good written and photographic (whenever possible) information regarding the areas surveyed.
- θ Do not allow persons to re-enter buildings until the buildings have been inspected and deemed safe by authorized professionals.
- Monitor disaster area.
  - Conduct ongoing site monitoring.
- θ Ensure facility employees and visitors are safe and life safety practices are in place as per OSHA and other state/municipal worker safety regulations and guidelines.
- θ Identify a safe area well away from contaminated or problem area.
- θ Try to prevent further damage or contamination.
- Identify resources needed to mitigate or resolve the situation.
- θ Restrict access to the area.
- Determine appropriate action, i.e. rope off, signage, etc.
- θ Use trained personnel to initiate rescue efforts.
- Rescue victims only when there is no or limited risk to yourself or team members.
- θ Call for additional help as needed.
- θ Ensure employees working in the recovery effort are in safe and healthy conditions as per OSHA and other state/municipal worker safety regulations and guidelines.

## **II. COOP ALERT AND NOTIFICATION SOP.**

### **A. ALERT.**

For all individuals receiving/providing notification of an emergency incident or situation:

1. If you receive a call notifying you of an emergency incident or situation, write down the message. Repeat the message back to the caller to verify its accuracy.
2. Request that the individual making the notification meet the Assessment Team at the incident site. Provide an estimated time of arrival.
3. If you are the first person notified, contact \_\_\_\_\_ (*Personalize To Your Department*) to verify the reported emergency incident or notification.
4. Notify the Assessment Team. Refer to the Action Plan for contact information.
5. Read the information received to each person you call, briefly stating the nature of the problem and the time of the reported incident. Do not speculate on injuries or damage to avoid possible confusion.
6. Instruct each person you contact to proceed to the pre-determined emergency meeting site or other designated location. Determine each person's estimated time of arrival.
7. Instruct all individuals contacted to avoid making comments to news media, customers, vendors, etc. An official department-designated spokesperson will provide the news releases to the press, news media, etc.
8. Give instructions to each contacted individual as to what is expected of them, (e.g. report to the emergency response site, report to Assembly Site, report to ARP, stand by for further instructions, etc.). Activate only the employees needed immediately and prepare a notification list and contact schedule for other individuals if required.
9. Maintain a record of all calls attempted and completed. Report the notification results to the Director.

### **B. NOTIFICATION GUIDELINES.**

1. General.
  - a. All COOP Team Leaders and Team Members have been assigned call tree responsibilities that should be followed during the emergency notification.
  - b. It is important that all key personnel be notified of the disaster as soon as possible to begin business resumption operations.
  - c. The Employee/Contractor Notification List has the telephone numbers for the essential personnel to be notified in predetermined sequence.
2. Alert Procedures.
  - a. Information and guidance for employees will normally be passed telephonically using existing emergency notification cascades.

- b. Depending on the situation, current information will also be available via:
    - *(Personalize To Your Department)*
  - c. Employees should listen for specific instructions. All employees should remain at their office or home until specific guidance is received.
  - d. Some employees, previously identified, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and the designated ARP location.
  - e. The department Director or designated successor will direct the activation of the COOP.
3. Notification Procedures.
- a. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
    - *(Insert Your Departments Procedures)*

### **III. COOP RELOCATION SOP.**

#### **A. RELOCATION WITH WARNING.**

1. Initial Actions. Upon receipt of alert notification, personnel will take documents required for the performance of the functions to be conducted at the relocation sites. Personnel will prepare designated communications, IT equipment, and other essential equipment for relocation, if time permits, and take appropriate preventive measures to protect communications and IT equipment not designated for relocation. Personnel will take appropriate measures to ensure security of the facility and non-removable equipment and records.
2. Departure for the Relocation Site. Teams/individuals begin movement to the site, taking such essential records and equipment as time permits. Other personnel may remain on duty until told to move to the relocation site or to go home.
3. Controlled Shutdown of Operations. If time and circumstances permit, personnel may be requested to remain at the primary site to serve in a stay-behind, caretaker capacity, to assist in shutting down equipment and securing primary site facilities and equipment against loss or compromise.
4. Department customers, the general public or response agencies are notified of the decision to relocate and/or status of the primary site and its operations.

#### **B. RELOCATION WITHOUT WARNING DURING DUTY-HOURS.**

1. In a situation where a decision is made during normal duty hours (8 a.m. - 5 p.m. Monday through Friday) that the primary site is uninhabitable, relocation actions depend on the extent of damage to the site. In a minimal case, where the site is uninhabitable (e.g., due to a chemical spill), but the facility, equipment, records, and personnel are undamaged, the department Director will determine whether/how much to relocate. If possible, department management will initiate a duty-hours notification. If time does not permit because of an immediate evacuation of the building or other circumstances, notification is made by whatever means are available. If time permits, designated personnel should back up IT equipment and databases and

prepare communications, IT, and other equipment and important records for relocation. Designated personnel will provide physical security for documents and equipment. Personnel requested to relocate will move to the relocation sites. All other personnel are directed to go to their residences and await further instructions.

2. Department customers, the general public or response agencies are notified of the decision to relocate and/or status of the primary site and its operations.

**C. RELOCATION WITHOUT WARNING DURING NON-DUTY HOURS.**

1. Notification of COOP Teams upon the decision of the department Director that the primary site is uninhabitable.
2. Depending on the timing of the incident, a media announcement may be released to the local radio and television stations. Employees should listen for specific instructions. If no clarification is forthcoming, employees should, unless directed differently, remain at home and await further instructions.
3. Teams/individuals may be directed to report to the relocation site, to the home site to pick up essential records or equipment enroute to the site, or to remain at home.

**IV. RELOCATION DIRECTION AND CONTROL SOP.**

- A. The department Director determines the timing of the execution steps of the relocation process described below. The phases shown below are arbitrary.
- B. The decision to execute a specific step does not necessarily imply the execution of one or more subsequent steps, especially in a situation with advance warning. In such a case, the department Director may choose to reassess the situation before the execution of any subsequent step and retain the option to terminate or reverse the relocation process at any phase.
- C. Implementation of this plan may be time-phased. The time-phasing for relocation and relocation site operation is as follows:

**Phase I (1-24 hours).**

- Notify next senior level of intent to relocate.
- Notify relocation site manager of impending relocation and actual relocation requirements.
- Relocate key staff.
- Prepare relocation site(s) for follow-on personnel.
- Conduct limited essential functions as soon as possible.

**Phase II (24 hours-5th day).**

- Continue essential functions.
- Relocate employees as required.
- Identify missing personnel and request/arrange for augmentation as required.
- Commence other functions.

**Phase III (5th day-until termination).**

- Sustain all essential functions from the relocation sites.

**V. COOP-A TEAM SOP.****A. EMERGENCY RESPONSE.**

1. Complete emergency response, notification and mobilization duties as directed by the department Director.
2. Ensure the department Director is contacted and apprised of situation's status and activity.
3. Obtain reports of personnel injury.
4. Perform assessment(s) and evaluation(s) until the extent of impact or damage can be determined.
5. Document the results of the preliminary assessment(s) and evaluation(s) and submit the report to the department Director with recommendations to terminate the emergency response activities or activate subsequent plan operations.
6. Terminate or expand/extend the operation as directed by the department Director.

**B. COOP ACTIVATION.**

1. Establish and organize a Command Center from which to manage resumption activities.
2. Activate and mobilize the continuity support/logistic teams needed resume time-sensitive application restoration.
3. Evaluate alternate site equipment and network service for the necessary enhancements to support time-sensitive application recovery.
4. Mobilize and activate the support teams needed to support enhancement and use of the alternate site(s).
5. Notify and inform department customers, the general public and County Management of the situation.
6. Alert employees, vendors and other internal and external individuals and organizations to the situation and their role during resumption and recovery.
7. Begin implementing procedures to re-establish time-sensitive processes and applications. This may include relocating to a temporary facility, re-establishing communications at an alternate site, etc.

**C. RESPONSIBILITIES OF COOP-A TEAM MEMBERS are to:**

- Attend Relocation Team meetings as scheduled.
- Keep COOP Relocation Team Leader apprised of COOP matters.
- Review and update mission-essential functions annually.
- Develop notification cascades for department personnel.
- Update as required.
- Participate in COOP training and exercises.
- Develop Drive-Away Kits.
- Develop plan for off-site storage of data to include vital records and databases.
- Prepare department COOP Implementation Plans and Standard Operating Procedures and update as necessary.

- Annually review the composition of the working group staffing to ensure that the assigned staff are adequate.

## **VI. ALTERNATE RELOCATION POINT (ARP) START-UP SOP.**

### **A. ARRIVAL.**

1. Upon arrival at the appropriate relocation site, the COOP-A Team Leader will give personnel an orientation briefing. This briefing will cover site organization and operation, and information on the support available such as communications equipment and personnel available to assist in the exchange of information with the chain of command and with other relocation sites.
2. While the relocation sites provide certain support capabilities, the relocated staff is responsible, if circumstances permit, for bringing records and specialized equipment that were not pre-positioned.
3. As soon as practicable, personnel will perform, or assist senior officials in performing, the following functions from the relocation site. Each person will not be performing every function; collectively, however, those arriving initially should be able to ensure performance of these functions:
  - Monitor the situation, extent of damage, status of personnel, resources, and events by recording incoming reports.
  - Assess the situation by evaluating information gathered from reports.
  - Report the status of operations to other viable County organizations as appropriate.
  - Keep time and attendance records.
  - Ensure twenty-four hour per day, seven days per week (24/7) coverage by planning and scheduling relocation site activities, i.e., work hours, meals, etc.
  - Provide decision-making and other office support.
  - Prepare and disseminate instructions, and report back, as required.
  - Monitor Department field organizations and other deployed personnel, as required.
  - Implement contingency termination and recall actions, when directed.

### **B. ARP START-UP TASKS. (Personalize To Your Department)**

- ∅ Notify Technical Services Operations (24 hour)
- ∅ Activate "physical plant:"
  - Turn on lights.
  - Turn on ventilation.
  - Turn on air conditioning or heat.
  - Unlock, open doors.
- ∅ Activate, set up phones.
  - Assign someone to take phone messages.
- ∅ Activate, set up radios.
  - Conduct radio checks.
  - Contact dispatch centers: (list)
- ∅ Activate, set up fax.
  - Check fax machine for messages.
- ∅ Ensure all necessary warnings and notifications are made:

- θ Coordinate with media (who, which ones, list).
- θ Notify county/State EOC, (insert phone number).
- θ Call National Weather Service (insert phone number)
  - Update weather report, if appropriate, and post the information.
- θ Post situation information and key contact numbers on maps and status boards.
- θ Turn on copy machine.
- θ Set up, placement of Furniture. (Describe).
- θ Set up, placement of Equipment. (Describe).
- θ Set up, placement of Supplies. (Describe).
- θ Ensure adequate set-up of status boards and displays, both physical and electronic.
- θ Establish security, as appropriate.
- θ Ensure compliance with all applicable safety regulations.
- θ Brief arriving staff on situation.
- θ Keep an accurate log of activities.
- θ Determine food and beverage needs.
- θ Make coffee.
- θ Ensure sanitation facilities.
- θ Determine support services needed:
  - Word processing.
  - Duplicating services.
  - Courier services.
  - Office supplies.
  - Filing and file space.
  - Casual labor.
  - Financial services (contracts, purchase orders, collection of receipts, etc.)
  - Oversight of vehicles and building services.
- θ Determine the types of maintenance services required, such as janitorial, sanitation, showers, lighting, and safety.
- θ Assign other activation tasks as required.

## **VII. RETURN TO PRIMARY FACILITY AND RESTORATION SOP.**

1. The department Director will initiate the return to the primary facility once the primary facility has been deemed safe. This begins the “restoration phase” of this plan.
2. Restoration builds on the assessments performed in the emergency response stage with the goal of returning the impacted facility to its pre-disaster capabilities. If the original facility is assessed as beyond repair, this stage will involve the acquisition and outfitting of new permanent facilities.
3. The restoration process includes the assessment of:
  - Environmental contamination of the affected areas;
  - Structural integrity of the building; and
  - The damage to furniture, fixtures and equipment.
4. Restoration will begin in earnest once solid estimates of contamination, structural damage and asset loss can be obtained and personnel resources can be dedicated to the management and coordination of the process.
5. This phase may be executed sequential to, or concurrent with, the Resumption and/ or Recovery stages. The department Director will ensure that sufficient support for resumption and restoration operations is provided. Objectives/tasks include:
  - Maintain an adequate level of support team coverage to support all business operations.
  - Maintain an adequate technology teams coverage to sustain information processing operations.
  - Maintain communication with the continuity organization.
  - Clean and/or decontaminate the building.
  - Repair and/or restore the building or construct/acquire of a new facility,
  - Replace the contents of the building.
  - Coordinate the relocation and/or migration of business operations, support and technology departments from temporary facilities to the repaired or new facility.

## **VIII. DEPARTMENT GENERAL COOP RESPONSIBILITIES SOP.**

- Appoint a COOP Coordinator (Team Leader) for coordination and implementation of the COOP Plan.
- As appropriate, develop individual Department COOP Implementation Plans that support this document and address the unique aspects of their respective requirements, plans, or procedures.
- Identify mission-essential functions and update as necessary.
- Identify agency missions or functions that can be deferred or terminated in the event the COOP Plan is implemented.
- Establish an order of succession.
- Pre-delegate authorities for making policy determinations.
- Maintain a current roster of designated COOP team members.
- Ensure that all COOP team members understand the COOP procedures and their responsibilities; Provide training.
- Maintain current personnel emergency alert and notification rosters.
- Prepare backup copies of vital records.
- Provide for the proper storage of backup copies of vital records and other pre-positioned items.
- Designate personnel responsible for compiling and maintaining office COOP Go- Kits.
- To the extent possible, pre-position COOP Go-Kits and other essential items at a designated Assembly Area or Alternate Facility.

- 
- Prepare COOP Site Support Procedures to ensure the smooth transition of essential functions, personnel, equipment, and vital records.
  - Maintain a current roster of Alternate Facility support staff personnel.; Designate personnel responsible to assist the arriving COOP teams at the Alternate Facility.
  - Conduct periodic tests of the office telephone notification cascade.
  - Conduct COOP tests, training, and exercises.
  - Conduct periodic coordination visits to alternate site.
  - Identify employees who may require transportation and billeting.
  - Keep the elected officials informed of any site vulnerabilities or changes in site resources that may impact the effective execution of the COOP Plan.

## **ANNEX C: MISSION ESSENTIAL FUNCTIONS.**

1. Mission Essential Functions are those functions that provide vital services, exercise civil authority, maintain safety and well being of the public, and sustain the industrial and economic base. The following Mission Essential Functions must be performed by Emergency Management under all circumstances and are prioritized so personnel know which activities should be performed first. The Alternate EOC (AEOC) can support the Mission Essential Functions of Emergency Management.

2. Inventory of Essential Functions.

a. See Attachment 1: to Annex C for a listing of Emergency Management functions.

b. Summary of essential functions:

### **Priority 1:**

- Emergency Operations Center.
- Warning.
- Emergency Communications.
- Emergency Public Information.
- Duty Officer Function.

### **Priority 2:**

Planning.

- Planning.
- Exercises.
- Training.
- Public Information.
- SOP Maintenance.
- Scheduled testing of Alternate ECC facility & equipment.

### **Priority 3:**

- Administrative functions, maintenance.

3. Staffing Levels to Perform Essential Functions.

a. Staffing levels to perform essential functions are found in the EOC SOPs and the "Group 4" List (see Annex F: Key Contact List).

4. Resources Needed to Perform Essential Functions (see Annex D: COOP Equipment/Supply Matrix).

a. Data and communications support:

- Email.
- Landline phone.
- Cell phone.
- Cell-Radio.
- Sky Cell.
- Radio, 800 and VHF.

- 
- Fax.
  - County Intranet.
  - EAS.
- b. Inventory of vendors/supplies: See Annex D: COOP Equipment/Supply Matrix and Annex F: Key Contact List.
- c. Vital records, systems and data:
- Operational reference books.
  - Hardcopy of SOP's, policies, procedures.
  - HurriVac (software).
  - Cameo, MarPlot, Aloha (software).
- d. Specific materials/supplies:
- See Annex D: COOP Equipment/Supply Matrix.
- e. Pre-positioned equipment and resources at alternate site:
- See Annex D: COOP Equipment/Supply Matrix.
5. Hazard identification and risk assessment.
- a. The hazards that put normal operations of the departmental operations at risk have been identified, to include natural events, technological events and human events. See Annex A: COOP Risk Assessment.
7. ATTACHMENT 1: Emergency Management Mission Essential Functions.

**ANNEX C - ATTACHMENT 1: Emergency Management Mission Essential Functions.**

**Emergency Management Mission Essential Functions**

1. Planning	2. Operations	3. Administration
<ul style="list-style-type: none"> <li>• CEMP - LMS.</li> <li>• Education/Training.</li> <li>• Outreach.</li> <li>• PA/IA Planning.</li> <li>• Evacuation Planning.</li> </ul>	<ul style="list-style-type: none"> <li>• EOC.</li> <li>• AEOC.                             <ul style="list-style-type: none"> <li>- Movement logistics.</li> <li>- Feeding.</li> </ul> </li> <li>• 800 MHz/pager coordination.</li> <li>• Automated fax groups.</li> <li>• DTD/Wx Systems.</li> <li>• EOC Communications/operations.</li> <li>• Inter-agency coordination.</li> <li>• Exercises.</li> <li>• Automated network systems/intranet, internet/Data Backup.</li> <li>• Warning: media alert, fax, PIO.</li> <li>• Radio/VHF/UHF/CAP/HAM/County-to-county.</li> <li>• First-in-Teams mission teleworks.</li> <li>• Evacuations.</li> </ul>	<ul style="list-style-type: none"> <li>• Grants.</li> <li>• Payroll.</li> <li>• Evaluations.</li> <li>• Time-sensitive reporting.</li> <li>• Budgets.</li> </ul>

**ANNEX D: COOP Equipment/Supply Matrix.****EOC/COOP EQUIPMENT / SUPPLY MATRIX**  
Developed for: Emergency Management Agency

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net	1		N		1		
Sky Cell	2		Y		1		
Radios/Systems:							
• 800 MHz		2	Y		2		
• VHF	5		Y		1		
• UHF	5	5	Y		1		
• Civil Air Patrol		2	Y				
• County-to-County		2			1		
• Amateur	5	5	Y		1		
Phones:							
• Switchboard	0	1					
• Land lines	47	47	N	40	40		
• Fax lines	4	6	Y	1	2		
• Data lines	7						
• Cell	5	5	Y				
Pagers	4	4					
Internet Access/Email	7	7	Y	7	7		
AM/FM Radios							
T.V.	4	6	N	1	1		
• TV Cable and Satellite Connections.	4	6		1	1		
<b>WARNING</b>							
DTN (weather warning system)	1	1	N				
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	5	5	Y		6		
Computers, laptop	15	15	Y	15	15		
Printers	5	5	Y	2	3		
Software:							
• Hurrivac	2	4					
• CAMEO	1						
• MarPlot	1						
• Aloha	1						
• Microsoft Word	22						
• Email	5	5					
Networking	6	6					
Data Bases:							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
• ESF 5							
• Specific ESF							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips							
Power cables							
Data cables							
Portable Printer	2	4	Y				
Photocopier	1	3		1	2		
Portable Photocopier	2	2	Y		1		
Fax Machine	2	4	Y	1	2		
Tape Recorder, batteries	1	3	Y		3		
Digital or 35mm Camera, batteries	1	2	Y				
Video Camera, batteries	1	2	Y	1	2		
AM-FM Radios, batteries							
Calculator, batteries	1	2		1	2		
Typewriter, Electric							
Typewriter, Manual							
Portable White Boards and Markers	1	2	Y	1	1		
Flashlights, batteries	10	10	Y		10		
GPS Units, batteries	3	3	Y				
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans							
SOPs	35	35		35	35		
Resource staffing lists							
Library of reference materials:							
• Phone Books	30	30		10	10		
• Resource Lists	3	3		3	3		
• Calendar pads (desk top)							
<b>DISPLAYS</b>							
Maps	100	100	Y	50	50		
Charts/displays	10	20	Y	5	10		
Overhead projectors with screens	1	1		1	1		
White Boards	2			2			
Pana-Boards							
Bulletin Boards							
Easels with flipcharts	1		Y				

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Flipchart pads	2		Y				
Video monitors, players	4		Y				
<b>FURNITURE</b>							
Tables/chairs	12			15			
Computer Work Stations	50			10	15		
Clocks	1						
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms	100			On AA Laptop			
• Log Forms	1						
Blank backup tapes							
Blank 3.5" floppy diskettes or CDs	200			60			
Toner: Copier, Laser Printers	2 ea			2			
Ribbons: Typewriters, Dot Matrix Computer Printers.							
Copier paper (reams)	50			5	20		
Fax paper (reams)	50			5	20		
Computer printer paper	50			5	20		
Paper							
Carbon paper							
Pens, Pencils	200			60			
Erasers							
Writing pads, tablets	100			60			
Post-it-pads, various sizes	200			60			
Telephone memo call pads	50			20			
Staplers, staples, staple removers	50			20			
Tape Dispensers, tape	50			20			
Assorted Rubber Bands	Box						
Paper Clips, Fasteners	50 box			20 box			
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads							
File Folders	200			50			
Boxes for filing							
Clipboards							
Tool Kit, screwdrivers, pliers, etc.							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Cash Boxes							
Receipt Books	1		Y		1		
Extension Cords							
Masking tape							
Duct Tape (rolls)	10						
Scotch tape	50			20			
Push pins							
Felt tip markers	60			20			
Marking pens (various colors)							
Grease pencils							
Scissors	2	5			2		
Name tags					100+		
Large manila envelopes		1 box			1 box		
Three hole paper punch		1			1		
3- Ring binders		10			10		
<b>LOGISTICS</b>							
Transportation							
Agency vehicles							
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel	1	1	N		1	1	
Propane heaters, fuel							
Uninterrupted Power Systems							
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications							
Gas							
Electric							
Water							
Sewer							
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles							
Fuel							
Tires							
Maintenance							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water (5 gal)	30				20		
Nonperishable food							
Hygiene products		100			50		
Sanitation facilities, supplies							
• Sanitation kits: chemical disinfectants, commode seats, toilet paper							
Exercise and recreation facilities	Games				Case to buy		
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs							
Blankets	0	50		0	50		
First Aid Kits	2	5		1	3		
Life Pack (defibrillator)							
Fire Extinguishers							
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms							
Sponges							
Mops							
Buckets, Pails							
Disinfectants							
Trash cans							
Wastepaper Baskets							

## **ANNEX E: COOP Teams.**

1. The Duty Officer and EOC SOPs contain the following:
  - Procedures to alert officials and staff of an actual or impending event exists.
  - Procedures to ensure essential and non-essential staff that safety concerns during an emergency requiring relocation.
  - Normal vs. emergency personnel issues of employment.
  - Emergency use of employees.
  - Employees and their families are encouraged to prepare for emergency situations.
  - Personnel notification/contact lists.
2. COOP Teams.
  - a. EOC Advance Team (EOC-AT): These are personnel who will deploy and relocate to an AEOC or assembly site to provide direction and control to the relocation process, prepare the AEOC, and establish an initial operational capability within 3 hours of activation.
    - Emergency Management Command Team.
    - Monroe County Fire Rescue.
    - Monroe County Sheriff's Office and other Law Enforcement Agencies.
    - Monroe County Public Works.
    - Monroe County Communications Department.
    - The Salvation Army.
    - American Red Cross.
  - b. COOP Sustainment Team (COOP-S): These are personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified AEOC or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.
    - ESF personnel.
    - Logistics personnel.
    - Finance/Administrative personnel.
  - c. Non COOP personnel (N-COOP): Personnel who are not designated to a COOP Team may be directed to move to some other County facility or duty station, or may be advised to remain or return home pending further instruction.

**ANNEX F: Key Contact List.**

1. The Monroe County Emergency Management "**Key Contact List**" is published separately. Should current information be needed the master document is maintained in Emergency Management and is updated daily.
2. In an emergency event, where COOP would be activated, the following activation notification would occur:

Emergency Management Director would notify the following:

- Monroe County Emergency Management Sr. Director
  - Monroe County Public Safety Director
  - Monroe County Administrator
  - Monroe County Emergency Management Staff
  - State Warning Point
  - State Area 7 Coordinator
  - Monroe County Sheriff's Office
  - Monroe County Mayor
  - Public Information Officer
  - Monroe County Fire Rescue
  - Monroe County Public Works
3. The above specified individuals/departments would be notified immediately. Notification to other personnel/departments would depend on the event assessment.

### **ANNEX G: Delegation of Authority.**

1. Authorized successors have pre-delegated authority for making policy determinations and decisions.
2. The Monroe County CEMP provides the following:
  - The programs and administrative authorities needed for effective operations at all organizational levels having emergency responsibilities are identified.
  - The circumstances under which the authorities would be exercised are identified.
  - The necessary authorities at all points where emergency actions may be required, delineating the limits of authority and accountability are documented.
  - The authority of designated successors to exercise department direction, including any exceptions, and the successor's authority to re-delegate functions and activities are documented
  - The circumstances under which delegated authorities would become effective and when they would terminate are indicated. (Generally, predetermined delegations of authority would take effect when normal channels of direction are disrupted and would terminate when these channels have resumed).
  - Officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties.
  - Responsibilities and authorities of individual department representatives designated to participate as members of interagency emergency response teams are specified.
  - A delegation of authority within the department to command emergency response activities is identified.
  - Roles or titles rather than names for the delegation of authority are identified.
  - A delegation of authority at the Alternate EOC (AEOC) to command emergency response activities in the event of department relocation is identified.
3. The delegation of authority within the Department of Emergency Management is as follows:
  - (a) William A. Wagner, Jr., Senior Director.
  - (b) Irene Toner, Director.
  - (c) Jerry O'Cathey, Emergency Management Administrator.
  - (d) Tom Cullen, Radiological Emergency Preparedness Administrator.
  - This delegation of authority will be updated and revised accordingly
  - All designated personnel is/will be trained in all areas of responsibilities and duties of the position they are required to assume
  - Notification of authority delegated personnel will be done via phone, e-mail, fax or personal contact
4. Example Delegation of Authority Memorandum. (See Example following page.)

**Example**  
**Delegation of Authority Memorandum**

Date:

**Memorandum**

To:

From:

Subject: Delegation of Authority

Pursuant to Section \_\_\_\_\_, the authority to take actions listed below is hereby delegated to you in your respective positions in (agency/department/department name) to the incumbents of the positions designated herein. This delegation is effective as of (date).

List tasks to be covered in this delegation (see Examples listed) and to whom those delegations will be made. (Examples: Travel authorization; Leave authorization; Purchase requisitions/spending authority; Execution of Contractual agreements; Other Tasks:)

All authority hereby delegated shall be exercised in accordance with applicable laws, rules, administrative directives, and budget allocations. This authority cannot be re-delegated.

\_\_\_\_\_  
Signature of the Director (*or other appropriate authority*)

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**ANNEX H: Orders of Succession.**

1. The Duty Officer SOPs contain the following:
  - Order of Succession of sufficient depth to ensure the department's ability to perform essential functions while remaining a viable part of County Government through any emergency.
  - Roles or titles (rather than names) for the order of succession.
  - Procedures to revise orders of succession as necessary, and distribute revised versions promptly as changes occur.
  - Conditions under which succession will take place.
2. Orientation programs to prepare successors for their emergency duties are conducted.
3. The following positions in the order enumerated below have the sole authority to activate/deactivated the COOP and determine appropriate actions for the delegation of authority when the COOP is activated:
  - (1) Emergency Management Senior Director.
  - (2) Emergency Management Director.
  - (3) Planning Administrator.
  - (4) Radiological Emergency Preparedness Administrator.
4. All successors assume the authority(ies) of the position they are succeeding to.
5. Orientation programs are conducted annually or whenever there is a change in the organization structure or staffing.

**ANNEX I: DESIGNATED ALTERNATE FACILITIES.**

1. General.
  - An immediate capability is in place to perform essential functions under various threat conditions, including threats involving weapons of mass destruction.
  - Directions and maps/diagrams to the relocation site are found in the Duty Officer and EOC SOPs.
2. The following designated Alternate EOCs (AEOC) are designated based on consideration of mission essential functions and the ability to accommodate key staff:
  - (a) Primary Marathon Area Relocation Site

Monroe County Government Center Annex  
Alternate EOC  
490 63rd Street  
Marathon, FL 33050  
(305) 289-6018
  - (b) Lower Keys Area Relocation Site

Key West Police Department  
1604 N. Roosevelt Blvd.  
Key West, FL 33040  
(305) 809-1111
  - (c) Upper Keys Area Relocation Site

Key Largo Volunteer Fire/Rescue Department  
1 East Drive  
Key Largo, FL 33037  
(305) 451-2700
3. Appropriate physical security and access controls are in place, and include:
  - a. Access to COOP plans and procedures. Due to the sensitive information contained in the COOP Plan, distribution of the Plan is limited as per the public disclosure exemption granted under Section 281.202, Florida Statutes. An accounting of those who have access to the plan is maintained.
  - b. Physical security of primary and alternate sites is provided by the Sheriff's Office.
  - c. Personnel access controls at primary EOC is by county issued IDs, and uniformed officer at entry points. Personnel access controls at AEOC is by county issued IDs, and uniformed officer at entry points.
  - d. Computer Information systems, cyber security provided and coordinated by Technical Services.
  - e. Communications security provided and coordinated by Communications Department and Technical Services.

4. Any Alternate Facility identified and rated will be reevaluated for suitability and functionality. The annual review of the COOP will include a review of the Alternate Facilities to ensure that the facilities still meet the current needs. Recommendations will become part of the remedial action process and any shortfalls in the equipment, maintenance, or improvement and modernization of the facilities will be incorporated into the Program Management Plan.
5. Alternate Facility Planning Considerations.
  - a. **Compatibility:** Hardware, software, and communications that are or would have to be installed at the alternate site must be the same as or compatible with original equipment supported.
  - b. **Accessibility:** The alternate site must be readily accessible, but not so close as to share the same disaster.
  - c. **Reliability:** The alternate site must be capable of supporting the operations of the affected office(s) 24 hours a day, seven days a week. Maintenance for site equipment, hardware and communications should be on-site or on-call.
  - d. **Capacity:** The alternate site and facility/computer equipment must have sufficient floor space, heating/cooling/power, communications lines, and memory capacity to support the suite of equipment required.
  - e. **Security:** The physical security at the alternate site must be sufficient to protect the sensitivity of the information and data.
  - f. **Time to prepare:** There must be sufficient time to prepare for the disaster, including time to prepare/convert data and software, prepare the site, prepare/store supplies, forms and documentation, obtain/install power and communications circuits, and prepare and test the COOP.
  - g. **Support & Assistance:** There must be on-site technical support and assistance to set-up and configure the hardware, software, and communications.
  - h. **Cost:** Cost factors can be subdivided into three categories:
    - Preparation costs include cost of any equipment or LAN/WAN.
    - Maintenance costs include hardware, software, or telecommunications maintenance/lease fees.
    - Execution costs are incurred in declaring a disaster and executing the COOP, including rent, travel, and per diem.

**ANNEX J: INTEROPERABLE COMMUNICATIONS.**

1. In general, telecommunications and information systems capabilities exist on a limited basis at each primary alternate facility. See Annex D: COOP Equipment/Supply Matrix.
2. Available Internal Communications includes:
  - Email.
  - Landline phone.
  - Cell phone.
  - Cell-Radio.
  - Sky Cell.
  - Radio, 800 and VHF.
  - Fax.
  - County Intranet.
3. Available External Communications includes:
  - Email.
  - Landline phone.
  - Cell phone.
  - Cell-Radio.
  - Sky Cell.
  - Radio, 800 and VHF.
  - Fax.
  - County Intranet.
  - EAS.
  - Emergency Information Hotline.

### **ANNEX K: Vital Records and Databases.**

1. Vital records and databases necessary for performing mission essential functions have been identified. These include:
  - Operational reference books.
  - Hardcopy of SOP's, policies, procedures.
  - Hurrevac (software).
  - Cameo, MarPlot, Aloha (software).
  - Microsoft Word (software).
2. Each division/department within the county is responsible for the preservation of essential records within their respective divisions/departments. The Emergency Management Department keeps all records of all emergency response directives in hard copy as well as disk back ups. All forms necessary to track emergency preparedness, response and recovery activities are, in addition to hard copies, on file, and backed up with our Technical Support Department. Those forms would include: response personnel roster, directives, time worked tracking, resource requests, resource tracking, call logs, notification forms, PSA forms, damage assessment forms, etc.
3. The Purchasing Department database maintains purchase orders, resource delivery tracking cost, etc. Emergency Management, for expeditious processing, maintains hard copy of Purchase Orders for already pre-approved vendors.
4. The Personnel Department database maintains responders time worked, travel expenses (should it be necessary), injury claims, etc.
5. The Department of Emergency Management has access to all the above mentioned records.
6. Operating procedures are located at all Alternate Facilities.
7. A vital records and database backup strategy is maintained in cooperation with the County's Technical Services Department.
8. Separate master copies of all operating system and specific application program software, together with copies of all applicable hardcopy documentation and operating manuals are maintained.
9. Appropriate individual(s) prepare backup copies of all electronic files on a regular (e.g., not less than weekly) basis, maintain copies of all required references and hardcopy files, and store the backup copies in a secure off-site location.

**ANNEX L: Tests, Training and Exercises.**

1. A training and exercise schedule designed to test and evaluate the COOP is maintained. The department will consider the following:
  - Exercises to test individual essential elements, interrelated elements or entire plan(s).
  - Tests and training to demonstrate viability and interoperability of COOP plans.
  - Training for department COOP contingency staffs and emergency personnel to ensure currency of knowledge of responsibilities and integration of skills necessary to implement COOP plans and carry out essential functions.
  - Testing of alert and notification procedures and systems for any type of emergency conducted at least quarterly.
  - Orientation for COOP contingency staffs arriving at an alternate operating facility.
  - COOP exercises for a full deployment to the alternate site conducted annually.
  
2. Tests, training and exercises focus on the SOPs and data required by the various COOP personnel and Teams needed to perform their designated roles. Tests, training and exercises will include the following:
  - Priority Contact List (including employee names and contact information).
  - Employee/Contractor Notification List (containing a directed list of who is to contact who regarding the communication of continuity information).
  - Team Member Roster (identifies the specific individuals belonging to each Team, and their contact information).
  - Team Task List with Dependencies (consists of a detailed, step-by-step listing of each task to be performed by the members of the various continuity teams. Where a specific task must await action by a member of another team, this is so noted, and the task/responsible individual is identified. This area is key to the entire COOP. Each task is also separately identified by a unique number that identifies both the team and the order of execution. Additionally, the task sheets contain room to check off task completion, and the expected/actual times to complete).
  - Enterprise Process Configuration (lists, for each IT System or Process, the associated software, equipment, supplies, network Information and responsible Teams).
  - Vendor Representatives (contains a listing of all applicable vendor contact information, including local representatives and focal points within the organization).
  - Location Information (contains the location of all off-site storage, alternate operating locations, record repositories, etc. Driving instructions and personnel focal point contact information is also included for each location).
  - Vital Records (includes a listing of all necessary documents, manuals, diskettes, CD-ROMs and all other media necessary to implementing the COOP).

3. The COOP is tested in order to train personnel, and to keep the plan in step with changes to the environment. Testing methods include:
  - Review: A check the accuracy of the COOP details, i.e. accuracy of contact telephone numbers, building and room numbers, whether the listed individuals are still in the organization, etc.
  - Analysis: Mentally following the strategies in the COOP, looking for flaws in the logic or process used by the COOP developers. Also consists of interviews with functional managers, resource managers, and their staff to detect missing or unworkable pieces of the plan.
  - Simulation & Test: Consists of various types and scope of exercises designed to test and evaluate the COOP. A simulation requires the execution of notification, operating procedures, the use of equipment hardware/software, possible use of alternate site(s), and operations to ensure proper performance. Simulation exercises can and may be used in conjunction with checklist exercises for identification of required plan modification and staff training.
    - Structured Walk-through: a disaster scenario is established, and the teams "walk-through" their assigned tasks. This is a role-playing activity that requires the participation of at least the team leaders and their alternates.
    - Tactical Exercise: a simulated exercise, conducted in a "war game" format. All members of the continuity organization are required to participate and perform their tasks and procedures under announced or surprise conditions. The exercise monitor provides information throughout the exercise to simulate events following an actual disaster.
    - Live Production Application System Exercise: an operating system is brought to live status on the alternate processor(s), and the data communications network is switched to the alternate site. All resources, other than the computer and communications hardware needed to support this exercise, must be retrieved from the off-site storage facility.
4. Exercises will be conducted when a major revision to the plan has been completed, when additional Department work/production systems are implemented, when significant changes in systems, applications and/or data communications have occurred, and when the preparedness level of continuity teams must be verified.
  - Exercises may include structured walk-through, tactical exercises, live production exercises, simulations and announced/unannounced exercises.
5. Employee Emergency Preparedness Education and Training. Employees are trained on:
  - COOP responsibilities.
  - Employee responsibilities.
  - Equipment, supplies available.
  - Family preparedness.
  - CPR, First Aid and disaster response.

**ANNEX M: PROGRAM MANAGEMENT.**

1. A Multi-year Strategy and Program Management Plan is a critical component of the COOP and serves to assist department and county management and policy makers to define short and long-range goals and objectives.
2. This plan was developed, in part, by the department's responses to a best practices COOP "capability for readiness (CAR)" questionnaire that contains 11 elements of capability defined by 51 questions.
  - Based on the "COOP CAR" and Florida COOP guidance, a COOP capability currently exists within the department.
3. It is anticipated that as this plan is refined and maintained, additional specific development and maintenance tasks will be identified. Within six months and annually thereafter the department will complete a management plan describing current and planned actions to ensure a continued COOP capability. The COOP management plan will include a discussion on each of the COOP essential elements and examine the following key areas:
  - a. Define short and long term goals and objectives to resolve capability analysis shortfalls.
  - b. Forecast budgetary requirements.
  - c. Anticipate and address any issues; identify potential obstacles; and create opportunities for cost savings by avoiding duplication or sharing capabilities.

Continuity Of Operations Plan (COOP)

**ATTACHMENTS**

**III. ATTACHMENTS.**

1. Personal Drive-A-Way Kit ("Bug Out Bag").
2. Guide for the Development of A Family Care Plan.
3. Glossary.

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## **ATTACHMENT 1: PERSONAL DRIVE-A-WAY KIT ("BUG OUT BAG").**

Each person assigned to a COOP Team, should have at least one personal Bug-Out Bag. This bag should contain clothing, toiletries, prescription medication, and other items that will be needed if deployed to a COOP site. Due to the nature of emergencies, it is recommended that each person develop several personal Bug-Out bags to be kept in various locations, such as the office, home, and automobile.

Your "Bug-Out-Bag" should remain packed and ready to go at any time. Remember that your stay could be up to 30 days. While laundry facilities may be available, it is recommend that you have at least four complete changes of clothing. Pack for comfort using a suitably sized suitcase or duffel bag. (Remember to check occasionally to ensure the contents still fit.) The following list contains suggestions for your consideration. Additional information about a Bug-Out bag can be found on the FEMA website or the Red Cross website.

### **Clothing:**

- Underwear (4 sets).
- Socks (5 pair).
- Comfortable shoes.
- Casual Shirts or Blouses (4).
- Casual Pants/Skirts (khakis and jeans are fine-2 pair).
- Sweater or light jacket (1).
- Pajamas (1 set).
- Exercise Clothes.
- Business Clothes (1 set if involved with other agencies or media).
- Dress Shoes and Belt (if involved with other agencies or media).
- Seasonal Outerwear (Coat, Hat, Gloves, Rain Gear).

### **Essentials:**

- Laptop, cell phone, pagers, personal data assistants or other devices for communicating.
- Deployment Instructions (Including directions to site).
- Personal Identification.
- Credit Cards, Check Book, Cash (at least \$50).
- Hand-carried Vital Records and Equipment (Laptop, Diskettes, etc.).
- Toilet Kit (Toothpaste, Soap, Toothbrush, Comb or Brush, Razor, etc.).
- Medications (At least 7 days-preferably a 30 day supply).
- Handkerchiefs or Tissue.
- Flashlight.

### **Useful Items:**

- Laundry Bag.
- Laundry Soap (for 2-3 loads).
- Sewing Kit (Thread, Needles, Safety Pins, Buttons).
- Personal Reading.
- Worship or Devotional Materials.
- 2-3 Trash Bags.
- Favorite packaged snacks or candy (7 days).
- Stamps, Envelopes, and Stationary.
- Personal Address Book.
- Pen knife.

- Cassette/CD Player with cassettes/CDs.

**Pre-deployment Checklist:**

- Photo ID Badge.
- Technical/Professional Equipment.
- Government credit card, if authorized.
- Personal credit card(s).
- Check Book.
- Functional checklist for your area of responsibility.
- Special requirements, if identified (credentials and copy of professional license), carrier of special medications, allergy or other medical tags of bracelet, etc.).
- Driver's License.
- Flashlight, batteries, pocket radio with batteries (optional).
- Seasonal attire clothing (rain gear, boots, heavy coats, gloves, etc.).
- Emergency contact telephone numbers while away.
- Name and telephone number of your timekeeper.
- Sufficient Cash.

**Note:** DO NOT BRING ALCOHOL OR WEAPONS WITH YOU, AND DO NOT KEEP THESE ITEMS IN YOUR VEHICLE

## **ATTACHMENT 2: GUIDE FOR DEVELOPMENT OF A FAMILY CARE PLAN.**

### **I. GENERAL CONSIDERATIONS.**

Due to the nature of events that can result in the activation of the COOP plan, it is recommended that personnel assigned to a COOP team develop a Family Care Plan. This plan is to ensure that all family members have an understanding of and are prepared for actions and activities needed to protect family members in the event of an emergency or disaster.

This includes instructions for ensuring that the individual is prepared to conduct essential business functions from the relocation site.

#### **Family and Personal Affairs.**

Depending upon the circumstances you may find yourself working extended hours, working 7 days and, worst case, not being able to leave the relocation site or area. Moreover, the circumstances that may have precipitated the need for relocation in the first place may present a highly stressful situation that will require your total and undivided attention. Burnout comes easy if careful attention is not placed on pacing yourself, having sufficient time to relax, and minimizing stress. With these challenging tasks at hand and the potential for absence of routine communications, you will need to ensure that your personal matters are attended to while you are away, and that you have made arrangements for the needs of your family and others who rely upon you for financial or emotional support or both if you cannot maintain regular contact with them.

It is exceedingly important that you carefully address your own individual situation. Look for personal responsibilities, financial obligations, schooling, and other non-work related matters that could be affected by either your absence or the time and focus that you will have to devote to the situation at hand. To assist you with this planning here are some thoughts to consider:

- Are you a single parent? How are/will your children be provided for while you are in a relocated status?
- Do you have any physical limitations or medical problems for which you need continuing access to a qualified health care provider? Have you recently had surgery, or have a temporary medical condition that would impair you relocating? If so, you will need to advise a backup and your respective emergency planner.
- Are you taking prescribed medication? Do you have at least a 30-day supply available if you have to relocate?
- Do you have special dietary requirements?
- Can you work twelve-hour shifts for an extended period of time? Are there physical limitations or chronic medical conditions that would put you at risk for working such a schedule?
- Are there special requirements at home that need your attention? How would you manage them if you were not immediately available? How do you manage them now when you are on vacation or extended travel?
- Are there seriously ill relatives in the immediate family? Are you responsible for elderly family members?

The above are just some of the items that you should be considering to prepare your personally for the eventuality of having to relocate, as well as not be immediately assessable to your family, or have limited accessibility to them.

To ensure that your family and dependents are taken care of in your absence, it is recommended that you prepare a "Family Care Plan." This document will enable you to quickly address a multitude of tasks and details prior to relocation and allow you to leave with the peace of mind that your personal affairs and responsibilities are in order. A Family Care Plan outlines the way your personal family affairs will be handled during your absence. It is an excellent planning tool.

**Family Care Plan.**

There are things that you and your family should check on and know about before an occasion arises that would require you to relocate. We suggest that you use this guide to produce an actual written or typed document that you can leave with your spouse and/or other family members. You should also review it periodically with them to both ensure their familiarity and also assist you in ensuring its currency. Additional information about developing a family Care Plan can be found on the FEMA website, or the American Red Cross website or on the FDEM website ([www.floridadisaster.org](http://www.floridadisaster.org)). The following are some suggestions and considerations that may benefit your family affairs planning:

**Medical & Health.**

- Where are the health records maintained for each member of the family?
- Who is contacted if medical assistance is needed?
- Where are your medical insurance policies?
- Are family members briefed on procedures for filing medical insurance claims?
- Does your caregiver for children or other family members know who to contact in a medical or other emergency?

**Finances.**

- Will there be money immediately available on a continuing basis during your absence?
- Is a bank allotment available or required?
- Will your allotment or direct deposit provide for all the necessities to maintain a household?
- Does the family have a safety deposit box and, if so, where is the key?
- Are all the credit card numbers written down and in a safe place? What are the company numbers and addresses in case of loss? Does your spouse/family know the location?
- Is your spouse prepared to take complete control of the bank accounts?
- What payments must be made, when, and to whom? Consider the following:
  - Mortgage/rent
  - Telephone
  - Water and sewage
  - Electricity
  - Trash
  - Insurance
  - Taxes
  - Gas (home heating/cooking)
  - Credit cards
  - Auto payment
  - Childcare
  - Investments
  - Other debts

**Home.**

- Does your spouse know where and how to use the following?
  - The electrical control box (fuse or breaker box)?
  - The water control valve for shutting off the water?
  - The gas control valve for shutting off the gas?
  - The name and telephone numbers of someone to call in case repairs are needed (including utility companies)?

- Intruder alarm/detection systems?
- Location of service contracts?
- Does the family have a duplicate set of house keys?

### **Transportation/Automobile.**

- Is your spouse familiar with the maintenance and other responsibilities of the automobile?
- Where is the vehicle title?
- Are the registration and the insurance card in the vehicle?
- Is a duplicate set of keys available and where?
- Who can be called for emergency transportation?
- Do you have a towing or emergency road service? If so, is the number available to all drivers in your family?

### **Legal/Administrative.**

There are many factors involved regarding preparation of legal documents such as wills, powers of attorney, etc. If you do not already have these prepared, or they need to be reviewed and updated, you should contact an attorney or other legal service and discuss your particular situation with a legal expert.

- Does the spouse have a Power of Attorney? Is it "full" or "limited?" (Generally a "limited" power of attorney is recommended.)
- Does the family have copies of all birth certificates?
- Does your spouse know your social security number?
- Where are the insurance policies kept?
- Are family members aware of government benefits/entitlements?
- Are all-important papers safeguarded? Does your spouse/family know where they are and have access?
- Do you and your spouse have updated wills?
- If you are a single parent have you provided your caregiver a power of attorney to authorize medical treatment of your child in your absence if you cannot be contacted?
- Checklist of Important Documents that should be available during your absence:
  - Marriage Certificate
  - Divorce decrees
  - Automobile/tag registrations
  - Powers of Attorney
  - Insurance policies (auto, home, health)
  - Adoption papers
  - Letters of naturalization
  - Passports
  - Bank Books
  - Copies of mortgage/lease
  - Stocks, bonds, and other securities

## **II. FAMILY EMERGENCY PLAN.**

### **Your Family Disaster Plan.**

Disaster can strike quickly and without warning. It can force you to evacuate your neighborhood or confine you to your home. What would you do if basic services -- water, gas, electricity or telephones -- were cut off? Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away. Families can -- and do -- cope with disasters by preparing in advance and working together as a team. Follow the steps listed below to create your family's disaster plan. Knowing what to do is your responsibility for your best

protection.

#### **Four Steps to Safety.**

##### **1. Find Out What Could Happen to You**

- Contact your local Red Cross chapter or emergency management office -- be prepared to take notes.
- Ask what types of disasters are most likely to happen. Request information on how to prepare for each.
- Learn about your community's warning signals: what they sound like and what you should do when you hear them.
- Ask about animal care after disaster. Animals may not be allowed inside emergency shelters due to health regulations.
- Find out how to help elderly or disabled persons, if needed.
- Find out about the disaster plans at your workplace, your children's school or day-care center, and other places where your family spends time.

##### **2. Create a Disaster Plan.**

- Meet with your family and discuss why you need to prepare for disasters. Explain the dangers of fire, severe weather, and earthquakes to children. Plan to share responsibilities and work together as a team.
- Discuss the types of disasters that are most likely to happen. Explain what to do in each case.
- Pick two places to meet:
  - Right outside your home in case of a sudden emergency, like a fire.
  - Outside your neighborhood in case you can't return home. Everyone must know the address and phone number.
- Ask an out-of-state friend to be your "family contact." After a disaster, it's often easier to call long distance. Other family members should call this person and tell them where they are. Everyone must know your contact's phone number.
- Discuss what to do in an evacuation. Plan how to take care of your pets.

##### **3. Complete this Checklist.**

- Post emergency telephone numbers by phones (fire, police, ambulance, etc.).
- Teach children how and when to call 9-1-1 or your local Emergency Medical Services number for emergency help.
- Show each family member how and when to turn off the water, gas, and electricity at the main switches.
- Check if you have adequate insurance coverage.
- Teach each family member how to use the fire extinguisher and show them where it's kept.
- Install smoke detectors on each level of your home, especially near bedrooms.
- Conduct a home hazard hunt.
- Stock emergency supplies and assemble a Disaster Supplies Kit.
- Take a Red Cross first aid and CPR class.
- Determine the best escape routes from your home. Find two ways out of each room.
- Find the safe spots in your home for each type of disaster.

##### **4. Practice and Maintain Your Plan**

- Quiz your children every six months so they remember what to do.
- Conduct fire and emergency evacuation.
- Replace stored water every three months and stored food every six months.

- Test and recharge your fire extinguisher(s) according to manufacturer's instructions.
- Test your smoke detectors monthly and charge the batteries at least once a year.

### **Neighbors Helping Neighbors.**

Working with neighbors can save lives and property. Meet with your neighbors to plan how the neighborhood could work together after a disaster until help arrives. If you're a member of a neighborhood organization, such as a homeowners association or crime watch group, introduce disaster preparedness as a new activity. Know your neighbors' special skills (e.g., medical, technical) and consider how you could help neighbors who have special needs, such as disabled and elderly persons. Make plans for childcare in case parents can't get home.

### **Home Hazard Hunt.**

During a disaster, ordinary objects in your home can cause injury or damage. Anything that can move, fall, break or cause a fire is a home hazard. For example, a hot water heater or a bookshelf can fall. Inspect your home at least once a year and fix potential hazards. Contact your local fire department to learn about home fire hazards.

### **Evacuation.**

- Evacuate immediately if told to do so.
- Listen to your battery-powered radio and follow the instructions of local emergency officials.
- Wear protective clothing and sturdy shoes.
- Take your Disaster Supplies Kit.
- Lock your home.
- Use travel routes specified by local authorities.

### **If You're Sure You Have Time.**

- Shut off water, gas, and electricity before leaving, if instructed to do so.
- Post a note telling others when you left and where you are going.
- Make arrangements for your pets.

### **Emergency Supplies.**

Keep enough supplies in your home to meet your needs for at least three days. Assemble a Disaster Supplies Kit with items you may need in an evacuation. Store these supplies in sturdy, easy-to-carry containers such as backpacks, duffle bags, or covered trash containers. Include:

- A three-day supply of water (one gallon per person per day) and food that won't spoil.
- One change of clothing and footwear per person, and one blanket or sleeping bag per person.
- A first-aid kit that includes your family's prescription medications.
- Emergency tools including a battery-powered radio, flashlight, and plenty of extra batteries.
- An extra set of car keys and a credit card, cash, or traveler's checks.
- Sanitation supplies.
- Special items for infant, elderly, or disabled family members.
- An extra pair of glasses.
- Keep important family documents in a waterproof container. Keep a smaller kit in the trunk of your car.

### **Utilities.**

- Locate the main electric fuse box, water service main and natural gas main. Learn how and when to turn

these utilities off. Teach all responsible family members. Keep necessary tools near gas and water shut-off valves.

- Remember, turn off the utilities only if you suspect the lines are damaged or if you are instructed to do so. If you turn the gas off, you will need a professional to turn it back on.

**If Disaster Strikes.**

- Remain calm and patient. Put your plan into action.
- Check for injuries.
- Give first aid and get help for seriously injured people.
- Listen to your battery-powered radio for news and instructions.
- Evacuate, if advised to do so. Wear protective clothing and sturdy shoes.

**Check for damage in your home.**

- Use flashlights -- do not light matches or turn on electrical switches, if you suspect damage.
- Sniff for gas leaks, starting at the water heater. If you smell gas or suspect a leak, turn off the main gas valve, open windows, and get everyone outside quickly.
- Shut off any other damaged utilities. (You will need a professional to turn gas back on.)
- Clean up spilled medicines, bleaches, gasoline, and other flammable liquids immediately.

**Remember To.**

- Confine or secure your pets.
- Call your family contact -- do not use the telephone again unless it is a life-threatening emergency.
- Check on your neighbors, especially elderly or disabled persons.
- Make sure you have an adequate water supply in case service is cut off.
- Stay away from downed power lines.

**Pets and Disasters: Get Prepared.**

The best way to protect your family from the effects of a disaster is to have a disaster plan. If you are a pet owner, that plan must include your pets. Being prepared can save their lives.

Different disasters require different responses. But whether the disaster is a hurricane or a hazardous spill, you may have to evacuate your home. In the event of a disaster and if you must evacuate, the most important thing you can do to protect your pets is to evacuate them, too. Leaving pets behind, even if you try to create a safe place for them, is likely to result in their being injured, lost, or worse. So prepare now for the day when you and your pets may have to leave your home.

**1. Have a Safe Place to Take Your Pets.**

Red Cross disaster shelters cannot accept pets because of states' health and safety regulations and other considerations. Service animals who assist people with disabilities are the only animals allowed in American Red Cross shelters. It may be difficult, if not impossible, to find shelter for your animals in the midst of a disaster, so plan ahead. Do not wait until disaster strikes to do your research.

- Contact hotels and motels outside your immediate area to check policies on accepting pets and restrictions on number, size, and species. Ask if "no pet" policies could be waived in an emergency. Keep a list of "pet friendly" places, including phone numbers, with other disaster information and supplies. If you have notice of an impending disaster, call ahead for reservations.

- Ask friends, relatives, or others outside the affected area whether they could shelter your animals. If you have more than one pet, they may be more comfortable if kept together, but be prepared to house them separately.
  - Prepare a list of boarding facilities and veterinarians who could shelter animals in an emergency; include 24-hour phone numbers.
  - Ask local animal shelters if they provide emergency shelter or foster care for pets in a disaster. Animal shelters may be overburdened caring for the animals they already have as well as those displaced by a disaster, so this should be your last resort.
2. Assemble a Portable Pet Disaster Supplies Kit.

Whether you are away from home for a day or a week, you'll need essential supplies. Keep items in an accessible place and store them in sturdy containers that can be carried easily (duffle bags, covered trash containers, etc.). Your pet disaster supplies kit should include:

- Medications and medical records (stored in a waterproof container) and a first aid kit.
- Sturdy leashes, harnesses, and/or carriers to transport pets safely and ensure that your animals can't escape.
- Current photos of your pets in case they get lost.
- Food, potable water, bowls, cat litter/pan and can opener.
- Information on feeding schedules, medical conditions, behavior problems and the name and number of your veterinarian in case you have to foster or board your pets.
- Pet beds and toys, if easily transportable.

3. Know What to Do as a Disaster Approaches

Often, warnings are issued hours, even days, in advance. At the first hint of disaster, act to protect your pet.

- Call ahead to confirm emergency shelter arrangements for you and your pets.
- Check to be sure your pet disaster supplies are ready to take at a moment's notice.
- Bring all pets into the house so that you won't have to search for them if you have to leave in a hurry.
- Make sure all dogs and cats are wearing collars and securely fastened, up-to-date, identification. Attach the phone number and address of your temporary shelter, if you know it, or of a friend or relative outside the disaster area. You can buy temporary tags or put adhesive tape on the back of your pet's ID tag, adding information with an indelible pen.

You may not be home when the evacuation order comes. Find out if a trusted neighbor would be willing to take your pets and meet you at a pre-arranged location. This person should be comfortable with your pets, know where your animals are likely to be, know where your pet disaster supplies kit is kept, and have a key to your home. If you use a pet sitting service, they may be available to help, but discuss the possibility well in advance.

Planning and preparation will enable you to evacuate with your pets quickly and safely. But keep in mind that animals react differently under stress. Outside your home and in the car, keep dogs securely leashed. Transport cats in carriers. Don't leave animals unattended anywhere they can run off. The most trustworthy pets may panic, hide, try to escape or even bite or scratch. And, when you return home, give your pets time to settle back into their routines. Consult your veterinarian if any behavior problems persist.

Caring for Birds in an Emergency.

Birds should be transported in a secure travel cage or carrier. In cold weather, wrap a blanket over the carrier and warm up the car before placing birds inside. During warm weather, carry a plant mister to mist the birds' feathers periodically. Do not put water inside the carrier during transport. Provide a few slices of fresh fruits and

vegetables with high water content. Have a photo for identification and leg bands. If the carrier does not have a perch, line it with paper towels and change them frequently. Try to keep the carrier in a quiet area. Do not let the birds out of the cage or carrier.

About Other Pets.

Reptiles: Snakes can be transported in a pillowcase but they must be transferred to more secure housing when they reach the evacuation site. If your snakes require frequent feedings, carry food with you. Take a water bowl large enough for soaking as well as a heating pad. When transporting house lizards, follow the same directions as for birds.

Pocket Pets: Small mammals (hamsters, gerbils, etc.) should be transported in secure carriers suitable for maintaining the animals while sheltered. Take bedding materials, food bowls, and water bottles.

A Final Word.

If you must evacuate, do not leave your animals behind. Evacuate them to a prearranged safe location if they cannot stay with you during the evacuation period. (Remember, pets are not allowed in American Red Cross shelters.) If there is a possibility that disaster may strike while you are out of the house, there are precautions you can take to increase your pets' chances of survival, but they are not a substitute for evacuating with your pets. For more information, contact The Humane Society of the United States, Disaster Services, 2100 L Street NW, Washington, DC 20037.

In the Statement of Understanding, The American Red Cross recognizes The Humane Society of the United States as the nation's largest animal protection organization responsible for the safety and well-being of animals, including disaster relief. The American Red Cross is committed to transforming the caring and concern of the American people into immediate action.

### **III. YOUR FAMILY DISASTER SUPPLIES KIT.**

Disasters happen anytime and anywhere. And when disaster strikes, you may not have much time to respond. A highway spill or hazardous material could mean evacuation. A winter storm could confine your family at home. An earthquake, flood, tornado, or any other disaster could cut water, electricity, and telephones -- for days.

After a disaster, local officials and relief workers will be on the scene, but they cannot reach everyone immediately. You could get help in hours, or it may take days. Would your family be prepared to cope with the emergency until help arrives?

Your family will cope best by preparing for disaster before it strikes. One way to prepare is by assembling a Disaster Supplies Kit. Once disaster hits, you won't have time to shop or search for supplies. But if you've gathered supplies in advance, your family can endure an evacuation or home confinement.

#### **To Prepare Your Kit.**

- Review the checklist in this brochure.
- Gather the supplies that are listed. You may need them if your family is confined at home.
- Place the supplies you'd most likely need for an evacuation in an easy-to-carry container.
- There are six basics you should stock for your home: water, food, first aid supplies, clothing and bedding, tools and emergency supplies, and special items. Keep the items that you would most likely need during an evacuation in an easy-to carry container.
- Possible containers include: Large, covered trash container; Camping backpack; or Duffle bag.

**Water.**

- Store water in plastic containers, such as soft drink bottles. Avoid using containers that will decompose or break, such as milk cartons or glass bottles. A normally active person needs to drink at least two quarts of water each day. Hot environments and intense physical activity can double that amount. Children, nursing mothers, and ill people will need more.
- Store one gallon of water per person.
- Keep at least a three-day supply of water per day (two quarts for drinking, two quarts of water for each person in your household for food preparation/sanitation.)

**Food.**

- Store at least a three-day supply of non-perishable food.
- Select foods that require no refrigeration, preparation, or cooking and little or no water.
- If you must heat food, pack a can of sterno.
- Select food items that are compact and lightweight.
- Include a selection of the following foods in your Disaster Supplies Kit: Ready-to-eat canned meats, fruits, and vegetables.

**First-Aid Kit.** Assemble a first-aid kit for your home and one for each car. A first-aid kit should include:

- Sterile adhesive bandages in assorted sizes
- Assorted sizes of safety pins
- Cleansing agent/soap
- Latex gloves (2 pair)
- Sunscreen
- 2-inch sterile gauze pads (4-6)
- 4-inch sterile gauze pads (4-6)
- Triangular bandages (3)
- Non-prescription drugs
- 2-inch sterile roller bandages (3 rolls)
- 3-inch sterile roller bandages (3 rolls)
- Scissors
- Tweezers
- Needle
- Moistened towelettes
- Antiseptic
- Thermometer
- Tongue blades (2)
- Tube of petroleum jelly or other lubricant

**Non-Prescription Drugs.**

- Aspirin or nonaspirin pain reliever
- Anti-diarrhea medication
- Antacid (for stomach upset)
- Syrup of Ipecac (use to induce vomiting if advised by the Poison Control Center)
- Laxative
- Activated charcoal (use if advised by the Poison Control Center)

**Tools and Supplies.**

- Mess kits, or paper cups, plates and plastic utensils
- Emergency preparedness manual
- Battery operated radio and extra batteries
- Flashlight and extra batteries
- Cash or traveler's checks, change
- Non-electric can opener, utility knife
- Fire extinguisher: small canister A-B-C type
- Tube tent
- Pliers
- Tape
- Compass
- Matches in a waterproof container
- Aluminum foil
- Plastic storage containers
- Signal flare
- Paper, pencil
- Needles, thread
- Medicine dropper
- Shut-off wrench, to turn off household gas and water
- Whistle
- Plastic sheeting
- Map of the area (for locating shelters)

**Sanitation.**

- Toilet paper, towelettes
- Soap, liquid detergent
- Feminine supplies
- Personal hygiene items
- Plastic garbage bags, ties (for personal sanitation uses)
- Plastic bucket with tight lid
- Disinfectant
- Household chlorine bleach

**Clothing and Bedding.**

- At least one complete change of clothing and footwear per person
- Sturdy shoes or work boots
- Rain gear
- Blankets or sleeping bags
- Bath towels
- Hat and gloves
- Thermal underwear
- Sunglasses

**Special Items.**

Remember family members with special needs, such as infants and elderly or disabled persons.

For Baby.

- Formula
- Diapers
- Bottles
- Powdered milk
- Medications

For Adults.

- Heart and high blood pressure medication
- Insulin
- Prescription drugs
- Denture needs
- Contact lenses and supplies
- Extra eye glasses

Entertainment.

- Games and books

**Important Family Documents.** Keep these records in a waterproof, portable container:

- Will, insurance policies, contracts deeds, stocks and bonds
- Passports, social security cards, immunization records
- Bank account numbers
- Credit card account numbers and companies
- Inventory of valuable household goods, important telephone numbers
- Family records (birth, marriage, death certificates)

**Storing Your Disaster Kit.**

- Store your kit in a convenient place known to all family members. Keep a smaller version of the Disaster Supplies Kit in the trunk of your car.
- Keep items in air tight plastic bags. Change your stored water supply every six months so it stays fresh. Replace your stored food every six months. Re-think your kit and family needs at least once a year. Replace batteries, update clothes, etc.
- Ask your physician or pharmacist about storing prescription medications.

From "Family Disaster Plan" developed by the Federal Emergency Management Agency (FEMA) and the American Red Cross.

**ATTACHMENT 3: GLOSSARY****- A -**

**AEOC.** Alternate Emergency Operations Center.

**ARF.** Alternate Relocation Facility.

**ARP.** Alternate Relocation Point.

**Assembly Site.** A pre-identified temporary field site.

**- B -**

**Business Continuity Program.** An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity of services through personnel training, plan testing, and maintenance.

**- C -**

**Call Tree.** A matrix of people and their telephone numbers, with instructions on who should call whom, and in what order.

**Comprehensive Emergency Management (CEM).** An integrated approach to the management of emergency programs and activities for all four emergency phases (mitigation, preparedness, response, and recovery), for all types of emergencies and disasters (natural, manmade, and attack), and for all levels of government (local, state, and federal) and the private sector. A CEM program supports the mission, vision, and strategic goals of the organization to ensure the safety of patients, staff, and resources, and provides for COOP in the event of a disaster or emergency that affects the organization. The overall goal of CEM is the prevention or minimization of the loss of life and injuries, and the provision for the continuity of the organization's critical operations.

**Contingency.** A future event that is likely but not certain to happen. The consequences of the occurrence are such that one must prepare for the event.

**Contingency Plan.** Describes how an agency intends to respond to events, which disrupts normal operations. It provides instructions on how to perform recovery tasks to continue essential functions.

**Continuity of Operations (COOP).** An internal effort within an organization to assure that the capability exists to continue essential business functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack/terrorist-related emergencies. In addition to the CEM phase of mitigation, preparedness, response and recovery, COOP planning includes resumption and restoration phases. The goal of COOP is that an effective CEM process would guarantee that critical business functions would continue without interruption. COOP adds a resumption phase that identifies efforts that are directed to restoring the organization's critical operations if a disaster or emergency disrupts essential functions.

**Continuity of Operations Plan.** Describe activities that will enable an agency to continue to perform essential functions after a disruption has occurred.

**COOP.** Continuity of Operations Plan.

**COOP Teams.**

**COOP Advance Team (COOP-A).** Personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.

**COOP Sustainment Team (COOP-S).** Personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.

**Non COOP personnel (N-COOP).** Personnel who are not designated to a COOP Team may be directed to move to some other County facility or duty station, or may be advised to remain or return home pending further instruction.

**- D -**

**Damage Assessment.** An appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources.

**DEM.** Department of Emergency Management.

**Direction, Control and Coordination.** Development of the capability for the chief executive and key staff to direct, control and coordinate response and recovery operations.

**Disaster.** Accidental or uncontrollable events, actual or threatened, that are concentrated in time and space, in which a society undergoes severe danger and incurs such losses to its members and physical appurtenances that the social structure is disrupted and the fulfillment of all or some of the essential functions of the society is prevented.

**- E -**

**Education, Training and Exercises.** Assessment, development, and implementation of a training or educational program and evaluation of emergency response plans and capabilities through a program of regularly scheduled tests and exercises.

**EMAC.** Emergency Management Assistance Compact.

**Emergency.** An unexpected, serious occurrence or situation urgently requiring prompt action.

**Emergency Management.** The discipline and the profession of applying science, technology, planning, and management to deal with extreme events that can injure or kill large numbers of people, do extensive damage to property and disrupt community life.

**Emergency Management Program.** A program that implements the mission, vision, and strategic goals and objectives as well as the management framework of the program and organization.

**Emergency Management Team.** Individuals that are authorized to declare a disaster and activate the Continuity of Operations Plan (COOP). The purpose of this team is to provide immediate and ongoing coordination of the contingency and recovery processes during an interruption in service.

**EOC.** Emergency Operations Center.

**EOC-AT.** EOC Advance Team.

**Essential Functions.** Functions that must occur to enable a department or agency to perform services.

- F -

**Finance and Administration.** Development of fiscal and administration procedures to support emergency measures before, during, and after disaster events and to preserve vital records.

- G -

- H -

**Hazard.** Natural, technological, or civil threats to people, property, and the environment.

**Hazard Identification and Risk Assessment.** The process of identifying situations or conditions that have the potential of causing injury to people, damage to property, or damage to the environment, and the assessment of the likelihood, vulnerability and magnitude of incidents that could result from exposure to hazards.

**Hazard Management.** Systematic management approach to eliminate hazards that constitute a significant threat to the entity or to reduce the effects of hazards that cannot be eliminated through a program of hazard mitigation.

**Impact Analysis (Business Impact Analysis, BIA).** A management level analysis that identifies the impacts of losing the entity's resources. The analysis measures the effect of resource loss and escalating losses over time in order to provide the entity with reliable data upon which to base decisions on hazard mitigation and continuity planning.

- I -

**Incident Command System (ICS).** A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management. It's sometimes referred to as the Incident Management System.

**Information Technology (IT).** Applied computer systems - both hardware and software, and often including networking and telecommunications, usually in the context of a business or other enterprise. VA IT includes all IT staff and operations both within OI&T and elsewhere in VA.

**Integrated Emergency Management System (IEMS).** The management process for CEM. The Integrated Emergency Management System requires hazards and response assessments to identify capability shortfalls. These shortfalls are addressed in multi-year development plans that also describe recovery and mitigation efforts aimed at reducing future vulnerabilities.

- J -

- K -

- L -

**Laws and Authorities.** Federal, state, and local statutes and any implementing regulations that establish the legal authority for the development and maintenance of the emergency management program and organization, and define the emergency powers, authorities and responsibilities of the chief executive official and the emergency program manager.

**Logistics and Facilities.** Identification, location, acquisition, distribution, and accounting for services, resources, materials and facilities to support emergency management.

- M -

**Major Information System.** An information system that requires special management attention because of its importance to an agency mission; its high development, operating, or maintenance costs; or its significant role in the administration of agency programs, finances, property, or other resources.

**Mitigation.** Activities taken to eliminate or reduce the degree of risk to life and property from hazards, either prior to or following a disaster or emergency.

- N -

- O -

**Operations and Procedures.** Development, coordination, and implementation of operational policies, plans, and procedures.

- P -

**Planning.** The collection, analysis, and use of information, and also the development, promulgation, and maintenance of the organizational comprehensive emergency management plan, action plans and mitigation plans.

**Preparedness.** Activities, programs, and systems developed prior to a disaster or emergency that are used to support and enhance mitigation of, response to, and recovery from disasters or emergencies.

**Public Information.** Procedures to disseminate and respond to requests for pre-disaster, disaster, and post-disaster information involving employees, the public and the media. Also, an effective public education program regarding hazards affecting the jurisdiction.

- Q -

- R -

**Records Management.** The planning, controlling, directing, organizing, training, promoting, and other managerial activities involved with respect to records creation, records maintenance and use, and records disposition in order to achieve adequate and proper documentation of the policies and transactions of the Federal Government and effective and economical management of agency operations. (44 U.S.C. 2901(2))

**Recovery.** Activities and programs designed to return the entity to an acceptable condition.

**Resource Management.** Systematic development of methodologies to assure the prompt and effective identification, distribution, accounting, and use of personnel and major items of equipment for essential emergency functions.

**Recovery Business Functions.** Describe activities that will enable an agency to return to normal essential functions after a disruption to normal operations has occurred. These events take place after the continuation efforts are put into place.

**Recovery Site.** A location, or facility where essential functions are resumed or continued during an outage.

**Recovery Team.** Group of employees that perform specific essential functions to enable an agency to resume its business.

**Response.** Activities designed to address the immediate and short-term effects of the disaster or emergency.

**Risk.** The probability that a hazard will occur.

- S -

- T -

**Task.** An action that is performed to complete a essential function.

- U -

- V -

**Vulnerability.** The susceptibility to injury and damage from hazards.

- W - X - Y - Z -

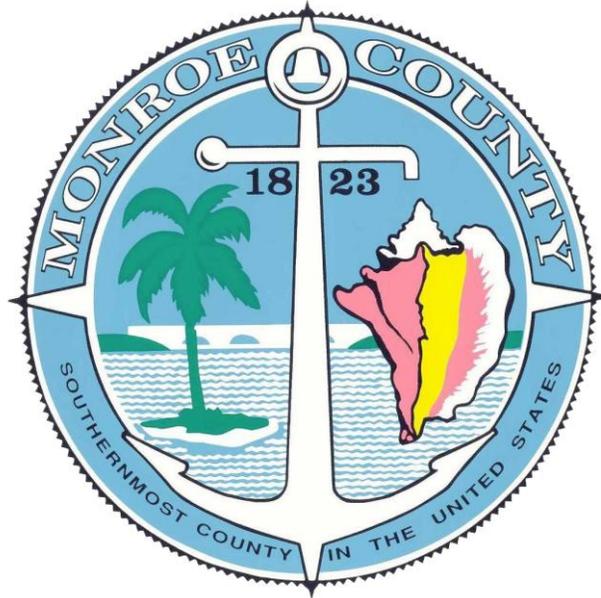
Continuity Of Operations Plan (COOP)

**ANNEX ATTACHMENT 1:  
Personnel Group Listing**

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# **Continuity of Operations Plan (COOP)**

**for**



## **Fire Rescue Department Monroe County, Florida**



**Continuity of Operations Plan  
(COOP)**

*for*

**Fire Rescue Department**

**Monroe County, Florida**



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**PREFACE**

COOP planning is simply a “good business practice” – part of the fundamental mission of all County departments as responsible and reliable public institutions. COOP is an effort within individual departments to ensure the continued performance of minimum essential functions during a wide range of potential emergencies or a situation that might disrupt normal operations. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records / databases. COOP addresses the recovery of critical core government operations in the event of a disruption of services. This can mean on a short-term basis having a backup capability (files, paper forms, equipment) or can be long-term due to a complete denial of service which could involve relocation to an alternative facility.

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Continuity Of Operations Plan (COOP)

**BASIC PLAN**

**SECTION I: INTRODUCTION.**

**A. PURPOSE.**

1. This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure that Monroe County Fire Rescue Department can perform its mission essential functions to the extent possible in the event that Monroe County is threatened
2. To establish policy and guidance to:
  - Ensure that Monroe County Fire Rescue Department is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
  - Assure that Monroe County Fire Rescue Department is prepared to provide its critical services in an environment that is threatened, diminished, or incapacitated.
  - Ensure the safety and welfare of all Department staff both during and after an emergency situation.
  - Provide a means of information coordination to ensure uninterrupted communications to and from elected officials, department management, critical customers, employees and citizens.
  - Provide timely direction, control and coordination of Department critical functions before, during and after an event.
  - Provide a mechanism for the prompt notification of all Department personnel during an emergency situation.
  - Establish and enact Department time-phased implementation procedures.
  - Facilitate the return of Department critical functions to normal operating conditions as soon as practical based on circumstances and the threat environment.
  - Reconstitute, as rapidly as possible, Department IT systems that are adversely affected due to an emergency or disaster.
  - Ensure that this Department COOP is compatible with the County's CEMP.
  - Support regular training and exercises designed to enable all personnel to perform assigned Fire Rescue Department duties.
  - Develop mitigation strategies that will ensure the survival of the Department's critical IT infrastructure.

**B. APPLICABILITY AND SCOPE.**

1. This Plan applies to all Department staff.
2. The Plan addresses all-hazards emergency preparedness functions and activities to ensure business continuity.
3. Overall emergency preparedness and COOP planning require consideration of a wide range of possible contingencies that could disrupt the performance of minimal essential functions. These possibilities include, but are not limited to:
  - A national emergency.
  - Natural and technological disasters such as radiological accidents or emergencies, hazardous materials accidents, and environmental disasters.
  - Civil disorders, terrorism, or other violent acts.
4. This Plan will be activated in the event that the Department 's offices/facilities or a portion of it is involved in an emergency or is declared unusable for normal operation.

**C. SUPERSESSION.**

1. No other COOP plans or procedures exist. This plan serves as the first COOP for Monroe County Fire Rescue Department and will be superseded when updated.

**D. AUTHORITIES.**

1. County.
  - Monroe County Ordinance 028-1987.
  - Monroe CEMP.
  - Monroe County Fire Rescue Departmental Plans, SOPs, General Orders, Manuals and Appendices.
  - Monroe County Hazard Vulnerability Analysis.
  - Monroe County Local Mitigation Strategy Plan.
  - Monroe County Homeland Security Escalation Plan.
2. State.
  - Florida Statutes Section 252.35 (2) (k), 252.35 (2) (n), and 252.365.
  - Executive Order 80-29.
  - Executive Order 87-57.
  - Executive Order 01-262.
  - Executive Order 01-300.
  - Chapter No 2001-361, FL Law (formerly Senate Bill 16-C).
  - Chapter No 2001-365 (formerly Senate Bill 24-C).
  - Chapter No 2001-366 (formerly Senate Bill 26-C).
  - Chapter No 2002-43 (Relating to Disaster Preparedness) amends Florida Statutes 252.365.
3. Mutual Aid Agreements, Memoranda of Understanding.
  - State of Florida Fire Chief's Mutual Aid Agreement.

**E. REFERENCES.**

1. State of Florida CEMP.
2. State of Florida COOP.
3. State of Florida Hazard Mitigation Plan.
4. Federal Response Plan for Public Law 93-288.

**F. POLICY.**

1. The Fire Chief of the Monroe County Fire Rescue Department will maintain and identify the Department's mission essential functions and the staff to support them.
2. The Department will prepare plans for partial or full relocation of Department critical functions.
3. This plan will be reviewed annually and updated as appropriate.
4. Periodic COOP tests, training, and exercises will be scheduled and conducted.

**SECTION II: CONCEPT OF OPERATIONS (CONOP).**

**A. GOAL AND OBJECTIVES.**

1. COOP constitutes the Department's plan to ensure the continuation of mission-essential functions. The objectives of such a plan are to mitigate risks; reduce disruption of operations; protect essential equipment, records, and other assets; minimize damage and loss; provide organizational and operational stability; facilitate decision making during an emergency; and achieve an orderly recovery.
2. Goal.
  - To identify potential emergencies and to ensure that a viable capability exists to continue essential Department functions specifically when the primary facility(ies) is either threatened or inaccessible.
3. Objectives include:
  - Ensure the safety of personnel.
  - Ensure the continued survival of leadership.
  - Provide for an orderly response and recovery from any incident.
  - Provide for the ability to continue essential operations.
  - Ensure the continuous performance of the Department's essential functions during an emergency.
  - Protect essential facilities, equipment, records and other assets.
  - Reduce or mitigate disruptions to Department operations.
  - Provide for a time-phased implementation of partial or full execution of the Department's COOP to mitigate the effects of the emergency and shorten the crisis response time.
  - Identify and designate key staff and support staff to be relocated.
  - Facilitate COOP decision-making and the subsequent conduct of operations.
  - Achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

**B. PLANNING CONSIDERATIONS.**

1. A viable COOP capacity must:

- Be maintained at a high level of readiness.
- Be capable of implementation both with and without warning.
- Be operational no later than 12 hours after activation.
- Maintain sustained operations for up to 30 days.
- Take maximum advantage of existing County and department infrastructures.

## 2. Assumptions.

- A major emergency or disaster could happen at any time.
- Adverse conditions could cause a much larger than expected demand for certain Fire Rescue Department services, internal and external to the Department.
- The COOP plan may be activated at any time with little advance notice or warning.
- An emergency condition may require immediate activation of the COOP and the relocation of select personnel to a designated Alternate Relocation Point (ARP).
- Mobile communications capabilities will be used in the interim to ensure direction and control of the COOP activation and relocation until interoperable communications can be re-established at an ARP.
- The primary COOP site will be fully staffed and operational within 12 hours and the secondary site within 72 hours.
- The COOP sites may need to remain operational for up to 30 days.
- A majority of information systems supporting daily Department functions will not be available within the first 72 hours of activation.
- Emergency Management Assistance Compact (EMAC), and state and federal resources may not be available within the first 72 hours of activation.
- Following the declaration of an emergency or crisis requiring relocation, non-essential Department activities may be discontinued.
- Fire Rescue Department and associated operational organizations have the resources, or access to resources, to adequately handle a major emergency.

## C. COOP EXECUTION.

1. Emergencies may affect the ability of Monroe County Fire Rescue Department to perform its critical functions from its primary facility(ies) located in Marathon. Pre-designated fixed sites or leased facilities that can serve as Alternate Relocation Points (ARP) have been identified. The need to relocate to an ARP will be determined by the event and situation.
  - a. The following events could mandate the activation of the Fire Rescue Department COOP.
    - The Fire Rescue Headquarters or Fire Station is closed to normal business as a result of an event or credible threats of action that would preclude access or use of the Fire Rescue Headquarters or Fire Station surrounding area.
    - The Marathon, Florida, metropolitan area is closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attack(s).
  - b. Such incidents could occur with or without warning, and during duty or non-duty hours. The Fire Rescue Department COOP will be implemented in response the full range of emergencies and disasters that could affect the Monroe County.
  - c. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate the Marathon, Florida area as a precaution, the Fire Chief (or

designee) will activate the Fire Rescue Department COOP. The designated ARP located at the Marathon Government Annex will be activated. The Fire Rescue Department will continue its critical functions from this location.

- d. COOP activation “With Warning” will allow for a more complete and orderly alert, notification, activation of plans, deployment of personnel, and activation of ARPs.
- e. Without warning, the COOP process is less routine and more difficult. The ability to execute the Department’s COOP will depend on the severity of the impact on the Department’s physical facilities, and whether Department personnel are immediately available in the Department’s facility or general area.
- f. Personnel accountability during a COOP is of utmost concern, especially if the emergency occurs without warning, during duty hours. Building Evacuation Plans and Department COOP procedures should provide for personnel accountability.

2. COOP Teams.

a. COOP Advance Team (COOP-A).

- The Fire Rescue Department COOP-A Team are Fire Rescue Department employees. The COOP Team may be supplemented by staff from other County departments and County voluntary agencies. Members of the COOP Team possess the knowledge, skills, and abilities to perform Fire Rescue Department mission essential functions.
- COOP-A Team members will conduct operations while in transit using mobile communications or will operate remotely from pre-designated assembly site(s).
- The COOP-A Team will be responsible to continue mission essential functions of Fire Rescue Department within 3 hours of activation and for a period up to seven days pending regaining access to the Fire Rescue Department primary offices/facilities or the occupation of an ARP.
- The Fire Chief will direct some or all of the COOP-A Team to relocate to the alternate facility as appropriate and will ensure that the mission essential functions of the closed primary facility are maintained and capable of being performed using the alternate facility and available resources for a period up to 30 days, until full operations are re-established at the primary/impacted facility or fully relocated to an alternate facility.
- Activation of other County personnel may be required to ensure the continuous performance of Fire Rescue Department mission essential functions.

b. COOP Support Team(s) (COOP-S).

- Fire Rescue Department staff members who do not have specific COOP-A assignments are known collectively as the COOP Support Team (COOP-S) and may be called upon to supplement the COOP-A and COOP operations. Representatives from other government or private organizations may also be called upon to support COOP operations.

**D. TIME-PHASED IMPLEMENTATION.**

1. A time-phased implementation maximizes the preservation of life and property by making the best use of available personnel, equipment, facilities, and other resources. A successful time-phased implementation depends upon the type and magnitude of the event or threat, the amount of warning received, whether personnel are on duty or off duty and available, and the extent of damage to Department facilities and personnel.
2. In general the sequence of events for a COOP activation will occur within three time-phases:

**Phase I – Activation (0 to 12 hours).**

During this phase, alert and notification of all employees (both COOP-A and COOP-S) and other organizations identified as “critical customers” (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

**Phase II – Alternate Operations (12 hours to Termination).**

During this phase, the transition to the alternate facility is complete and the performance of mission essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

**Phase III – Reconstitution and Termination.**

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

3. Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.

**E. COOP KEY STAFF.**

1. Fire Rescue Department personnel who are activated and/or relocated under this plan to the ARP are known collectively as the Fire Rescue Department COOP Team. They must be able to continue operations and the performance of mission critical functions for up to 30 days with resource support. (See Annex C: Mission Essential Functions.)
  - a. Individual names and contact numbers of the entire COOP staff are maintained.
2. Fire Rescue Department personnel will be assigned to one or more of the following categories:
  - a. COOP Advance Team (COOP-A): These are personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.
  - b. COOP Sustainment Team (COOP-S): These are personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.

**Note:** Since alternate facility space and support capabilities will be limited, the membership of the COOP team must be restricted to only those personnel who possess the skills and experience

needed for the execution of mission essential functions.

- c. Non COOP personnel (N-COOP): Fire Rescue Department personnel who are not designated to a COOP Team may be directed to move to some other County or Fire Rescue Department facility or duty station, or may be advised to remain or return home pending further instruction.
- d. A COOP activation will not, in most circumstances, result in a change of duty location affecting the pay and benefits of either COOP Team members or other Fire Rescue Department personnel. See County Personnel Policies and Department Administrative Procedures.

**F. FIRE RESCUE DEPARTMENT KEY STAFF.**

1. The coordination of Fire Rescue Department responsibilities will be conducted using appropriately modified COOP Team staffing schedules and rosters as determined by the Fire Chief when the activation of the COOP is necessary. The dual responsibility of the Department (emergency and non-emergency) requires that Fire Rescue Department personnel be prepared to act in both roles simultaneously. The nature of this dual tasking poses a complexity in planning for daily activities. To assure that Fire Rescue Department assignments can continue under all conditions, it is necessary to identify essential functions that require continuous performance even during emergency activations. (See Annex E: COOP Teams.)

**G. ALTERNATE FACILITIES**

1. Alternate Relocation Point (Facility).
  - a. The determination of an ARP for Fire Rescue Department personnel will be made at the time of COOP activation by the Fire Chief and will be based on the incident or threat thereof, risk assessments, and execution time frame. If only the Fire Rescue Department primary facility is inaccessible and there is no threat to the Marathon vicinity, the primary in-town ARP is at:
    - Marathon Government Center.
  - b. If Marathon is threatened, or the in town ARP is not available, the ARP will be selected from a database of available facilities that have been evaluated based on their capability and capacity. (See Annex I: Designated Alternate Facilities.)
  - c. Other potential alternate sites will be evaluated annually on existing capabilities and the capacity to perform the mission essential functions. Assessment areas include: construction specifications, space, billeting, personal convenience and comfort considerations (including toilet and shower facilities), site transportation and parking, interoperable communications, physical security and access controls, life support (water, electrical power, heating/ventilation/air conditioning), and logistical support. The facility must be able to sustain operations for 30 days and accommodate 8 individuals. Additionally the site must be able to support operations for the COOP Advance Team (COOP-A) of approximately 5 personnel within three hours and additional 3 individuals with 12 hours. The facility must also afford sufficient security for operations and staff.
  - d. Details of required resources, equipment, supplies are found in Annex D: COOP Equipment/Supply Matrix.
2. Assembly Site.
  - a. The COOP Advance Team (COOP-A) may operate initially from an Assembly Site (a pre-identified

temporary field site). The assembly site may be another County or City facility or commercial location. This site will be used to temporarily stage the COOP Advance Team (COOP-A) before deployment to the ARP.

- b. List likely Assembly Sites:
- Fire Station 13.
  - Fire Station 17.

#### **H. MISSION ESSENTIAL FUNCTIONS.**

1. It is important to establish priorities to an emergency to ensure that the relocated staff can complete Fire Rescue Department mission essential functions. All Fire Rescue Department and Division Heads shall ensure that their essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed essential must be deferred until additional staff and resources become available.
2. Annex C provides an overview of estimated resources required, including personnel and equipment, to ensure the continuation of mission essential functions during COOP activations.

#### **I. DELINEATION OF MISSION ESSENTIAL FUNCTIONS.**

1. If the Fire Rescue Department COOP cannot be implemented for any reason, the County's Fire Rescue Department function will revert to the County Administrator who will then determine which County agency or other organization will perform the Fire Rescue Department function for Monroe County.
2. Annex C provides a breakdown of estimated resources required, including personnel and equipment, to ensure the continuation of mission essential functions during COOP activation's.

#### **J. WARNING CONDITIONS.**

1. This Plan may be activated based on a set of predetermined conditions that may or may not include alerts or warnings prior to the events. In addition, events resulting in COOP activation may occur either during normal duty or non-duty hours. For this reason, this plan must take these factors and variables into account and ensure that prompt notification of personnel and deployment of the COOP plan can occur at anytime.
2. With Warning.

Events in this category may include human events such as threats of civil disturbances, bomb or terrorist attack threats, technological events such as a nearby accidental hazardous chemical or substance releases, and natural events such as a hurricane or other weather related warnings.

A few hours warning will enable the full execution of this Plan with a complete and orderly alert, notification, and activation of the COOP Teams and deployment to assembly site(s) or ARP(s) as appropriate.

- a) During Normal Duty Hours.

Warning prior to the event will allow senior leadership and key staff to evaluate the situation and determine the proper course of action, based on the information available at that time. If the determination is made to activate the COOP plan, then an orderly alerting and execution of the Fire Rescue Department COOP plan can occur. This will allow for the effective relocation of staff and

resources to the COOP sites and the safe evacuation and protection of all Fire Rescue Department personnel.

b) During Non-Duty Hours.

As with Warning During Normal Duty Hours, warnings received during non-duty hours will allow Senior Leadership and Key Staff to evaluate the situation with the majority of Fire Rescue Department personnel not on-site. If the determination is made to activate the COOP plan during non-duty hours, notification to staff must be conducted in a method that ensures that all staff are properly notified.

3. Without Warning.

Events in this category may include human events such as a surprise attack on the Fire Rescue facility by terrorists, a vehicle accident releasing hazardous chemicals or a fire within the building, and natural events such as a tornado or flood.

The ability to execute this plan following an event without warning will depend upon the severity of the emergency and the number of Fire Rescue Department personnel available.

a) During Normal Duty Hours.

Because no warning was available prior to the event, the process of activating and execution of the COOP plan may begin with the activation of the Fire Rescue facility Emergency Plan by evacuation of employees from the building.

Available members of the COOP Teams will be activated and deployed to the primary Fire Rescue Department offices/facilities, or to an Assembly Area or an ARP as appropriate.

b) During Non-Duty Hours.

Because of no warning prior to the event and most personnel not being at the Fire Rescue facility, notification of the activation of the COOP plan may come from non-conventional sources such as a notification tree, media announcements, and other methods.

Although the Fire Rescue facility may be rendered inoperable, it is likely that the majority of Fire Rescue staff could be alerted by phone, cell phone or pager, and activated to report to an Assembly Area or an ARP.

**K. DIRECTION AND CONTROL.**

1. Direction and Control.

- a. The Fire Chief or designee is responsible for ordering activation of the Fire Rescue Department COOP.
- b. Members of the COOP-A may be requested by the Fire Chief to disseminate COOP guidance and direction during the activation and relocation phases.
- c. Pending the activation of the COOP Plan, the COOP-A Team Leader will monitor the situation and assist in the notification process, as necessary.
- d. Once the COOP Plan is activated, the County Emergency Management Duty Officer should be notified

and requested to provide any previously agreed upon assistance to Fire Rescue Department.

2. Authorized Successors.
  - a. Authorized successors to the Fire Chief are listed in Annex H: Orders of Succession.
  - b. Lines of succession shall be maintained by all Fire Rescue Department organizational elements reporting to the Fire Chief to ensure continuity of mission essential functions.
3. Delegation of Authority.
  - a. Each Fire Rescue Department organizational element shall pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances.
  - b. Delegation of Authority and circumstances under which authorities would be exercised, are described in Annex G: Delegation of Authority.

#### **L. OPERATIONAL HOURS.**

1. During COOP contingencies, the Fire Chief will determine hours of work for the COOP Teams. It is expected that working hours of the activated COOP will be similar to normal emergency working hours at Fire Rescue Department.
2. Certain COOP Team members must be prepared to support a 24-hour per day, 7-day per week operation. This will be accomplished through Red/Alpha and Blue/Bravo team assignments.

#### **M. ALERT AND NOTIFICATION.**

1. Alert Procedures
  - a. Information and guidance for Fire Rescue Department employees will normally be passed telephonically using existing emergency notification cascades.
  - b. Depending on the situation, current information will also be available via:
    - Pager.
    - Cell phone.
    - 800 Radio System.
    - Announcements released to local radio and TV stations.
    - Internet web site and/or electronic mail.
  - c. Employees should listen for specific instructions. All Fire Rescue Department employees should remain at their office or home until specific guidance is received.
  - d. Some employees, previously identified, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and the designated ARP location.
  - e. The Fire Chief or designated successor will direct the activation of the Fire Rescue Department COOP.

2. Notification Procedures
  - a. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
3. See Annex B: COOP Process Flow Chart and SOP Matrix - SOP # 2: Alert and Notification.

### **SECTION III: RESPONSIBILITIES AND PROCEDURES.**

#### **A. PERSONNEL COORDINATION.**

1. Fire Rescue Department personnel who are needed for the continuous execution of mission essential functions have been pre-identified and assigned COOP duties. (See Annex E: COOP Teams.)
2. Two 12-hour shifts may be employed.
3. Requests for augmentation of COOP staff occur as per shift staff call-in procedures. The Department's Logistics Officer will coordinate.
4. During COOP operations, personnel not activated will be provided information on their status by the Fire Chief or designee, or Logistics Officer.
5. Listed below are personnel resources and capabilities in place to ensure that emergency and non-emergency staffs are prepared when disasters strike, either with or without warning:
  - Communications Plan for emergency and non-emergency staff.
  - Health, safety, and emotional well-being of Fire Rescue Department employees and their families.
  - Pay status and administrative leave issues.
  - Medical, special needs, and travel issues.

#### **B. VITAL RECORDS AND DATABASES.**

1. Vital records and databases identified as critical to supporting mission essential functions, both paper and electronic, have been identified and will be maintained, updated, and stored in secure off site locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how emergency operating records will be made available to qualified personnel and will ensure backup for legal and financial records. Identified below are different categories of vital records:
  - Vital records essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure off site location.
  - Vital records critical to carrying out an organization's essential legal and financial functions and activities.
2. Annex K: Vital Records and Databases, provides additional information on vital records and provides identification, location, and backup capabilities of Fire Rescue Department vital records necessary for performing mission essential functions.

#### **C. PRE-POSITIONED RESOURCES.**

1. Certain supplies, equipment, data, vital records and other critical resources are pre-positioned at the alternate facility. These are identified on the "COOP Equipment/Supply Matrix". (See Annex D: COOP Equipment/Supply Matrix.)

**D. DRIVE-AWAY KITS.**

1. Official Items. The Department has a number of reference materials, databases, procedures, guides, and other items that are used repetitively and are essential for the efficient operation of the Department and would be required to resume normal operations. These items are assembled into a briefcase or box so that they may be collected quickly during COOP activation and transferred to the ARP.
2. Personal Items. In addition to "official items" carried in the drive-away kits, each COOP team member should bring appropriate personal items and changes of clothing. Casual dress is appropriate. See Attachment 1: Personal Drive-A-Way Kit ("Bug Out Bag"), for a recommended list of personal "go kit" items.

**E. TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY SUPPORT.**

1. Internal communications that will be used within the Fire Rescue Department to communicate with emergency and non-emergency staff during COOP emergencies:
  - Telephone, cell phones, pagers, email, Tac 7, 8, 9, Tac 10, 11, 12, 13, and 14.
2. External communications that will be used by Fire Rescue Department to communicate with other emergency response agencies, the media and other agencies/organizations external to Fire Rescue Department:
  - 800 radio system, VHF radio, Skycell.
3. Also critical is the ability to conduct and maintain numerous types of communications from the alternate facility to ensure that there is redundancy in the event that one or more communications systems is not operational. The Fire Rescue Department has identified the following communications systems as operational at the ARP:
  - VHF radio system, VHF radio, Landlines, Fax Lines, Data Lines, Cell phones, Amateur Radio.
4. Access to critical information systems that are used to accomplish mission essential functions during normal operations from the primary facility should also be assured at the alternate facility. In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For Fire Rescue Department, the County Technical Services Department maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, County Technical Services Department ensures that connectivity exists at the ARP. The County Technical Services Department will also provide systems technical support during COOP activations.
5. The above referenced telecommunications and information systems capabilities at the ARP are sufficient for the performance of mission essential functions under the COOP Plan.

**F. TRANSPORTATION, LODGING AND FOOD.**

1. The Fire Rescue Department has procedures that address food, lodging, and purchasing for emergencies.
2. The Fire Rescue Department Command Staff or designee will disseminate information related to local travel

and temporary duty station when the Fire Rescue Department COOP is activated.

- a. Transportation. To the extent possible, COOP personnel will use their privately-owned vehicles to commute to an assembly site or pre-identified ARP. If necessary a transportation plan will be developed for collecting and deploying COOP personnel.
- b. Lodging. On-site billets may be available at no cost for relocated employees, and those who are unable to commute from home/motel or those who may be required to work extended hours are given priority.
- c. Meals are coordinated/provided by the Fire Rescue Department Command Staff and Emergency Management.
- d. COOP personnel will be allowed per diem as appropriate to the situation.

#### **G. SECURITY AND ACCESS CONTROLS.**

1. The Fire Rescue Department Command Staff will ensure that security policies and procedures address the following: all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls.
  - a. Access to COOP plans and procedures. Due to the sensitive information contained in the COOP Plan, distribution of the Plan is limited as per the public disclosure exemption granted under Section 281.202, Florida Statutes. An accounting of those who have access to the plan is maintained.
  - b. Physical security of primary and alternate sites is provided by the Sheriff's Department.
  - c. Personnel access controls at primary facility is by security personnel and swipe cards. Personnel access controls at ARP is by the Sheriff's Department.
  - d. Computer Information systems, cyber security provided and coordinated by the County Technical Services Department.
  - e. Communications security provided and coordinated by County Communications Department.
2. For incidents involving terrorist attacks or threats of terrorist attacks, Fire Rescue Department has developed a security augmentation system based on the five-tiered Federal Department of Homeland Security Advisory System. See Monroe County WMD Plan.

#### **H. PERSONAL PREPAREDNESS.**

1. Periodic training will be provided to assure that all employees are prepared for COOP contingencies. Training will focus on: preparing employees for situations in which they will not be able to work from their primary facility; advising on how to be personally prepared by developing "personal go-kits"; developing personal and family disaster plans.
2. In addition to "official items" carried in the drive-a-way kits, each COOP team member should bring appropriate personal items and changes of clothing. Casual dress is appropriate. See Attachment 1: Personal Drive-A-Way Kit ("Bug Out Bag"), for a recommended list of "go kit" items.
3. See Attachment 2: Guide for the Development of A Family Care Plan, for information on developing personal and family disaster plans.

**I. SITE-SUPPORT PROCEDURES.**

1. A COOP-A Team Leader is appointed by the Fire Rescue Department Command Staff or designee to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation.
2. The COOP-A Team Leader will ensure that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. ARP Site-Support procedures include:
  - Facility access and control.
  - In-processing.
  - Office and billet (if required) assignments.
  - Physical security.
  - Administrative support and supplies.
  - Transportation (off site and on).
  - Medical services.
  - Communications support.
  - Information systems support.
3. The COOP-A Team Leader responsibilities also include ensuring that procedures are developed for transition back to normal operations once the emergency situation has passed.
4. Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 6, details site support responsibilities and procedures.

**SECTION IV: PHASE I – ACTIVATION.**

As previously stated, the degree to which this Plan is implemented depends on many variables: the type and magnitude of the emergency, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and personnel. The following procedures will be modified by circumstances and as needed in the execution of the COOP.

**A. ALERT AND NOTIFICATION PROCEDURES.**

1. Upon receipt of a potential COOP situation from the Fire Chief or a designated successor, COOP alerts and notifications procedures are made as per Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 2.
2. COOP staff will receive instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility. COOP staff will be instructed to either:
  - Standby for further information and instructions, or
  - Report to the primary work facility, or
  - Report immediately to an assembly site, or
  - Report immediately to the designated ARP location.

**B. INITIAL ACTIONS.**

1. Based on an assessment of the situation and circumstances of the event, the Fire Chief or a designated successor will evaluate the impact on facilities and personnel. COOP staff will be instructed to:

- Continue mission essential functions at the primary facility utilizing portions of this COOP plan as needed to resume normal operations, or
  - Use a temporary assembly area or command post to continue mission essential functions until the primary facility is readied, or
  - Use a temporary assembly area or command post to continue mission essential functions as a transition to an ARP, or
  - Relocate mission essential functions to ARP.
2. Details of initial actions are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 1.

**C. ACTIVATION PROCEDURES: DUTY HOURS.**

1. Depending upon the situation, activation tasks and actions during duty hours may include:
- Activation of workplace emergency and evacuation plans.
  - An assessment of impacts on the primary facility and personnel and ability to continue mission essential functions.
  - Activation of COOP by the Fire Chief or a designated successor.
  - If the primary facility is deemed unusable, the ARP manager is notified, and the process of relocating mission essential functions begins.
  - Available members of the COOP Teams are activated and deployed to an Assembly Area, or an ARP as appropriate.
  - Personnel who do not have COOP responsibilities sent home pending further guidance.
  - Security and other designated personnel of the impacted primary facility take appropriate measures to ensure security of the facilities and equipment or records remaining in the vacated building.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 2,

**D. ACTIVATION PROCEDURES: NON-DUTY HOURS.**

1. Depending upon the situation, activation tasks and actions during non-duty hours may include:
- Notification to the Fire Chief or designee and Fire Rescue Department staff that an emergency requiring COOP activation is anticipated or underway.
  - Notification of COOP Teams by the Fire Chief or designee.
  - An assessment of impacts on the primary facilities and personnel and ability to continue mission essential functions.
  - Activation of COOP by the Fire Chief or a designated successor.
  - Fire Rescue Department employees with COOP responsibilities remain on duty pending further guidance.
  - If the primary facility is deemed unusable, the ARP manager is notified, and the process of relocating mission essential functions begins.
  - Available members of the COOP Teams are activated and deployed to an Assembly Area, or an ARP as appropriate.
  - Personnel who do not have COOP responsibilities are notified and directed to remain at home pending further guidance.
  - Security and other designated personnel of the impacted primary facility take appropriate measures to ensure security of the facilities and equipment or records remaining in the vacated building.

2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 2,

#### **E. DEPLOYMENT AND DEPARTURE PROCEDURES – TIME-PHASED OPERATIONS.**

1. The Fire Chief will determine full or partial deployment to the designated alternate facility of any mission essential functions that are critical to operations at the time the Fire Rescue Department COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered. If the primary facility is deemed unusable:
  - a. COOP-A Team immediately begins deployment to an assembly area or ARP, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. This team will most likely use agency and privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation. Any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions.
  - b. COOP-S Team personnel present at the impacted facility at the time of an emergency notification will be directed to either support COOP actions or to proceed to their homes to await further instructions. If supporting COOP actions, this team will most likely use agency and privately-owned vehicles for transportation to the designated facility. Likely support tasks include transporting office equipment and Drive-Away Kits, along with their personal preparedness bags. Any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, CST personnel will remain at their homes pending further guidance.
  - c. COOP-N personnel present at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, non-essential personnel will remain at their homes pending further guidance.

#### **F. TRANSITION TO ALTERNATE OPERATIONS.**

1. Following the activation of the COOP Plan and establishment of communications links with the Fire Chief and the COOP-A at an assembly site or the designated alternate facility, the Fire Chief orders the cessation of operations at the primary facility.
2. The Fire Chief or designee notifies other County departments, County Administrator and Elected Officials that an emergency relocation of the Fire Rescue Department facility is complete and provides information on the alternate facility location, including contact numbers.
3. As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by the Fire Rescue Department Support Services Manager or other designated person(s) that the Fire Rescue Department primary facility has been temporarily relocated.
4. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP #'s 3, 4, 5, and 6.

**G. SITE SUPPORT RESPONSIBILITIES.**

1. Following notification that a relocation of the Fire Rescue Department facility has been ordered or is in progress, the designated ARP Manager will implement the COOP Site support procedures and prepare to receive the COOP-A Team within 12 hours.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 6.

**SECTION V: PHASE II ALTERNATE OPERATIONS.**

**A. EXECUTION OF MISSION ESSENTIAL FUNCTIONS.**

1. Upon activation, the COOP-A TEAM will begin providing support for the following functions:
  - Monitor and assess the situation.
  - Plan and schedule relocation site operations as appropriate.
  - Monitor the status of personnel and resources.
  - Continue Fire Rescue Department essential functions.
  - Report the status of operations to other Fire Rescue Department components.
  - Ensure that mission essential functions (see Annex C) are reestablished as soon as possible at primary site or ARP.
  - Establish and maintain contact with the Emergency Operations Center.
  - Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

**B. ESTABLISHMENT OF COMMUNICATIONS.**

1. COOP Advance Team will have the ability to retain communications while in-transit through 800 radio system, cellular phones, and Nextel Direct Connect.
  - a. Ready access to local telephone systems will be the key to successful communications.
  - b. Other additional communications resources, such as high frequency radios, cellular phones, or e-mail nets, or amateur radios owned and operated by staff can also be used in an emergency
2. The County Technical Services will service and correct any faulty or inadequate communications systems.
3. County Technical Services personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

**C. RELOCATION STAFF RESPONSIBILITIES.**

1. In addition to the functions identified in paragraph V-A above, the COOP-A Team members will begin providing support for the following functions as soon as possible while in transit or upon arrival at the designated alternate facility or pre-identified assembly site:
  - The COOP -A Team Leader or ARP Manager will disseminate administrative and logistics information to the COOP teams upon arrival. This information should generally cover the operational procedures

for the next 30 days.

- COOP teams will receive continual briefings and updates from the ARP Manager or Fire Chief.
- The COOP teams will perform the mission essential functions of Fire Rescue Department.

#### **D. AUGMENTATION OF STAFF.**

1. COOP-S Team members will be prepared to provide backup support to the COOP-A Team and should be trained to conduct one or more of the COOP functions that will be performed from the alternate facility during COOP activations.
2. If it becomes evident that the COOP-A Team cannot adequately ensure the continuation of mission essential functions, the Fire Chief or COOP-A Team Leader or the ARP Manager will determine the additional positions necessary to maintain these functions.
3. The Fire Chief or COOP-A Team Leader or the ARP Manager will:
  - Identify individuals from the COOP-S Team who may be able to provide support to the COOP-A Team.
  - Ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
  - Consider implementing agreements with outside resource support including Memoranda of Understanding/mutual aid agreements with other government agencies and contractual agreements with private vendors.

#### **E. AMPLIFICATION OF GUIDANCE TO ESSENTIAL AND NON-ESSENTIAL PERSONNEL.**

1. Employee Work Status. Once a decision to execute relocation has been made, personnel identified by management to go home (or stay home) are placed on administrative leave. If the situation is anticipated to continue for an indeterminate period, and employees are not able to report to an alternate site, or an alternate site is not available, a determination on duty status will be made by the Fire Chief or designee in consultation with the appropriate County Human Resources officials.
2. The County Human Resources Department or designee will develop an informative memorandum to be signed by the County Administrator for dissemination to all employees on the duration of alternate operations as well as pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
3. The Fire Rescue Department Command Staff will distribute the memorandum to the COOP team members, relocated personnel and non-essential staff through appropriate media and other available sources.

#### **F. DEVELOPMENT OF PLANS AND SCHEDULES FOR RECONSTITUTION AND TERMINATION.**

1. As soon as possible (within 24 hours) following an emergency relocation, the Fire Chief or COOP-A Team Leader will develop plans and initiate operations to salvage, restore, and recover the impacted facility, pending approval of applicable local, state, and federal law enforcement and emergency services.
2. Relocation operations will end when the Fire Chief determines and ensures that:
  - The threat to the home site has ended, is not likely to recur, and the home site can be reoccupied; or
  - A new home site can be occupied.

3. The Fire Rescue Department Command Staff or the ARP Team Leader will coordinate Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
4. The Fire Rescue Department Command Staff will approve the plans and schedules prior to the cessation of operations.
5. The Fire Rescue Department Command Staff or ARP Team Leader will oversee the Reconstitution and Termination process. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 7.

## **SECTION VI: PHASE III – RECONSTITUTION AND TERMINATION.**

### **A. OVERVIEW.**

1. The process of moving from the relocation site to the old or new home site is generally the same as that of moving to the relocation site, in that its objective is to continue essential operations during the transition, to have a smooth handoff from the relocation site to the old or new home site, and to make the move as safely and cost-effectively as possible.
2. Reconstitution procedures will commence when the Fire Chief determines that the emergency situation has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:
  - Continue to perform mission essential functions at the alternate facility for up to 30 days.
  - Begin an orderly return to the impacted facility and reconstitute full normal operations.
  - Begin to establish reconstitution of normal operations at a different facility location.

### **B. PROCEDURES.**

1. Upon a decision by the Fire Chief that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:
  - The Fire Chief will oversee the orderly transition of all functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
  - Prior to relocating back to the restored facility or another facility, the Fire Chief will ensure that appropriate security, safety, and health assessments are conducted.
  - When necessary equipment, documents, and other critical resources are in place at the new or restored facility, the staff remaining at the alternate facility will transfer mission essential functions and resume normal operations.
  - Agency personnel will be notified that normal operations are resuming and that they should report back to work.
2. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 7.

### **C. AFTER-ACTION REVIEW AND REMEDIAL ACTION PLANS.**

1. An After-Action Review information collection process will be initiated prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from employees working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The After-Action Review should provide recommended actions to

improve areas identified as deficient or requiring improvement.

2. The information will be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP Annual Review Process.

Continuity Of Operations Plan (COOP)

**II. ANNEXES**

**II. ANNEXES.**

- A. Risk Assessment.
- B. COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix.
- C. Mission Essential Functions.
- D. COOP Equipment/Supply Matrix.
- E. COOP Teams.
- F. Key Contact List.
- G. Delegation of Authority.
- H. Orders of Succession.
- I. Designated Alternate Facilities.
- J. Interoperable Communications.
- K. Vital Records and Databases.
- L. Tests, Training & Exercises.
- M. Program Management.

*Blank Intentionally*

**ANNEX A: RISK ASSESSMENT MATRIX.**

COOP Risk Assessment									
Location/Facility: Monroe County									
Date Completed: 01/05/04									
Completed by: EM									
Type of Hazard	Historical Occurrence	Prob. of Occurrence	Human Impact	Property Impact	Business Impact	Mitigation Activities	Internal Resources	External Resources	Total
<b>* Hazards of Concern as per Monroe County HVA</b>									
Civil Disturbance *	1	1	1	1	1	3	3	3	0.3
Communications Failure	3	2	3	1	3	3	3	4	2.0
Coastal Oil Spill *	1	1	1	2	2	2	1	3	1.1
Computer Crime/Virus/ Software Failure	1	1	1	3	3	3	3	3	1.2
Drought *	1	1	2	3	3	3	2	3	1.6
Epidemic	1	2	3	3	3	3	3	4	2.0
Fire: Brush & Forest *	2	2	2	3	2	4	4	4	1.6
Fire: Structural	1	1	3	3	3	4	4	4	1.3
Flooding: Short Duration *	4	4	3	2	2	3	3	3	3.2
Flooding: Freshwater *	4	4	2	2	3	3	3	3	3.2
Flooding: Drainage *	3	3	2	2	2	4	3	3	2.2
Flooding: Coastal Tidal *	1	2	4	4	4	4	3	4	2.6
Freeze *	1	1	1	2	2	2	2	3	1.0
Gas Leak	1	1	2	2	2	3	3	3	1.0
Hazardous Material Spills: *									0.0
a. Roadways *	2	3	1	2	1	3	2	4	1.7
b. Air *	1	1	3	1	3	3	2	4	1.2
d. Pipeline *	1	1	2	1	2	3	3	4	0.7
e. Rail Systems *	1	1	2	1	1	2	3	4	0.6
Hurricanes *	1	2	4	4	4	3	3	3	2.8
Lightning	4	4	3	1	1	3	3	4	2.7
Mass Immigration *	1	1	2	1	1	3	4	4	0.3
Military Conflict	1	1	1	1	1	1	3	5	0.3
Plane/Train/Auto Crash	2	2	2	2	2	3	3	5	1.4
Power Failure	2	2	2	1	2	4	3	5	1.1
Severe Weather/Storms *	3	3	2	2	2	3	3	4	2.2
Sinkholes/Subsidence *	1	1	1	1	1	1	1	1	1.0
Terrorism	1	1	3	2	2	4	3	5	0.9
Theft/Vandalism	2	2	3	3	3	4	4	4	2.0
Thunderstorm	3	3	1	1	1	3	3	4	1.6
Tornado *	2	2	3	3	2	4	4	4	1.8
Tropical Storm *	2	3	3	3	3	3	4	4	2.6
Water Pipe Break	3	3	2	2	2	3	3	3	2.3
Weapons of Mass Destruction: Chemical/Biological/Nuclear	1	2	4	3	3	4	3	5	2.0
Wildfires	2	2	3	3	2	4	4	4	1.8
Workplace Violence	1	1	2	1	2	3	3	3	0.8
Work Stoppage	1	1	2	1	3	1	1	1	1.7
Analysis Results: <u>High Risk</u> : Greater than 3.5 <u>Medium Risk</u> : 2.0 to 3.5 <u>Low Risk</u> : Less than 2									
<i>See scoring instructions next page.</i>									

**Instructions for Using the Spreadsheet**

The All Hands COOP Risk Assessment tool is an Excel spreadsheet, which is designed to measure a facility's risk from the effects of various hazards. The tool is based on a formula that weighs the probability and severity of potential impacts against preparations in place which are intended to minimize these impacts. Using a simple 1 to 5 scale, the probability of occurrence and the impact potential are tabulated along with mitigation efforts and the resources available to respond to the hazard. The score is based on a formula that weighs risk heavily but provides credit for mitigation and response and recovery resources. The higher the score, the higher the facility's risk from the hazard.

**Instructions.**

1. Obtain and review a copy of the county's Hazard Vulnerability Analysis (HVA.)
2. Add or delete hazards as required based on your local HVA analysis.
3. Using the guidelines shown below, score each hazard in all columns based on a scale of 1 to 5 with 5 being the highest.
4. Final Step: Sort the Total Column in descending order once scoring is completed.

**Scoring Guidelines.**

There are eight risk assessment factors contained in the spreadsheet. All factor scoring is done on a scale of 1-5. The formula contained in the spreadsheet calculates higher scores in the occurrence and impact columns as increasing risks, while higher scores in the mitigation and resource categories lower the overall risk score giving credit for steps taken to reduce the likely impact. Base your scoring on a "worst-case scenario." The following guidelines will assist you in scoring each hazard.

**Historical Occurrence (Frequency):**

Based on the number of occurrences: At least one occurrence every 1-4 years = 5; At least one occurrence every 5-10 years = 4; At least one occurrence every 11-50 years = 3; At least one occurrence every 51-100 years = 2; Has not occurred, but for planning purposes should be evaluated = 1.

**Probability of Occurrence:**

Based on the statistical probability of the hazard occurring in a given year. This may be obtained by scientific research or may simply be an educated guess. The higher the probability, the higher the score. Use the following guideline in determining your score. If less than 5% score 1, if 5% to 10% score 2, if 10% to 20% score 3, if 20% to 40% score 4, and score 5 if greater than 40% probability.

**Human Impact:**

Score based on greatest possible impact should worst-case event occur at your facility. Consider the likely number of fatalities, injuries, homeless, etc. Score 1 low - 5 highest.

**Property Impact:**

Score based on the economic costs of the event, including both direct and indirect property damage from the hazard. Smoke damage would be a 1 while a total loss should be a 5. Score 1 low - 5 highest.

**Business Impact:**

Score based on factors such as service impact, lost wages, revenues, and taxes. Consider cost of relocation, permanent damage to valuable resources, etc. Score 1 low - 5 highest.

**Mitigation Activities:**

Based on steps taken to mitigate the hazard such as security barriers, fire sprinklers, and redundant technical systems. The more mitigation measures taken, the higher the score. Score 1 low - 5 highest.

**Internal Resources:**

Base your score on the internal response and recovery resources. High scores should be given when there are a formal on-site response teams, organized fire brigades, floor wardens, continuity teams, or recovery teams. Score 1 low - 5 highest.

**External Resources:**

Base your score on the external resources that would be immediately available. This would include the local Fire Rescue Department. Give higher scores if there are specialized teams available or if contractor support such as hot sites, alternate facilities, and response teams are immediately available. Score 1 low - 5 highest.

**Understanding the Scores:**

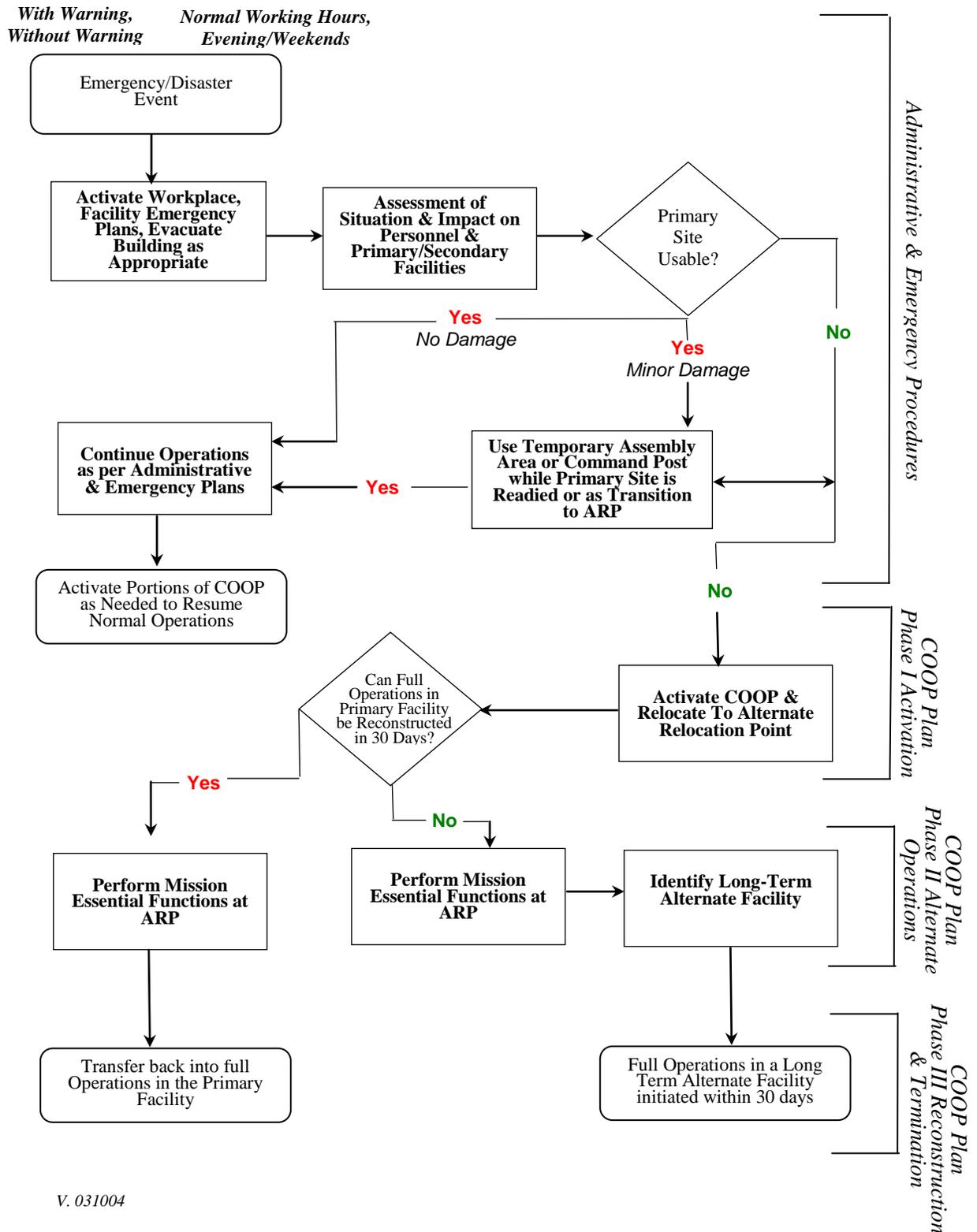
Based on the weighted scoring formula hazards that are relatively high will score 3.5 or higher. The spreadsheet is programmed to change colors based on the score as follows:

Red	High Risk	Greater than 3.5
Yellow	Medium Risk	From 2.0 to 3.5
Green	Low Risk	Less than 2.0

These scores are based on subjective judgments but, nonetheless, they provide a means to quickly rate the facility's risk from various hazards. Based on this risk scoring, priorities for increased mitigation and preparedness activities can be determined.

**ANNEX B: COOP PROCESS FLOW CHART AND COOP PROCESS SUPPORTING PLANS AND SOPS MATRIX.**

**COOP Process Flow Chart**



V. 031004

**COOP Process Supporting SOPs**

<b>Item</b>	<b>Description</b>	<b>Responsible Person(s)</b>
SOP 1	Emergency Response and Assessment	
SOP 2	COOP Alert and Notification	
SOP 3	COOP Relocation	
SOP 4	Relocation, Direction and Control	
SOP 5	COOP-A Team	
SOP 6	Alternate Relocation Point Start-up	
SOP 7	Return to Primary Facility and Restoration	
SOP 8	Department General COOP Responsibilities	

**Note:** SOPs need to be personalized and a responsible person assigned.

**COOP Process Supporting Plans**

<b>Items</b>	<b>Description</b>	<b>Availability</b>
Monroe County CEMP	Describes County's Emergency Management program, EOC organization and operations, Emergency Support Functions. COOP is a function within the CEMP.	Monroe County Emergency Management
WMD Annex to CEMP	Describes County's plans for monitoring and response to terrorist acts	Monroe County Emergency Management
County Technical Services Recovery Plan	Procedures for County's IT back-up, redundant systems, alternate sites, recovery and restoration	County Technical Services Department
Workplace/Facility Emergency Plan	Workplace emergency procedures	Workplace Safety Officer
Workplace/Facility Evacuation Plan	Workplace evacuation procedures, route, assembly area, personnel accountability, re-entry procedures	Workplace Safety Officer or Evacuation Warden

## COOP SOPs

### Note

The following COOP process SOPs are provided as examples. Departments are encouraged to personalize these SOPs by adding department specific information. These SOPs are not inclusive. Add tasks and relevant information as appropriate.

### I. EMERGENCY RESPONSE AND ASSESSMENT SOP.

#### A. Emergency Response: Life Safety. (During Duty Hours).

1. For event affecting the facility/building, follow workplace and building emergency procedures.
2. Response to an emergency does not necessarily automatically translate into the declaration of a disaster and the implementation of a full COOP.

#### B. Assessment.

1. Following the notification of the emergency incident or situation, an Assessment Team of key department personnel will first assemble at the incident site and immediately begin to assess and evaluate the altered business environment.

- Assessment Team members: Duty Battalion Chief and/or Support Captain Services.

2. The primary objectives of the Assessment Team are to:

- Establish an immediate and controlled department presence at the incident site.
- Conduct a preliminary assessment of incident impact, known injuries, extent of damage, and disruption to the department services and business operations.
- Notify the department Director/Chief.
- Determine if and/or when access to the department facilities will be allowed.
- Provide the department Director/Chief with the facts necessary to make informed decisions regarding subsequent COOP activation and recovery activity.

3. Activation of the department relocation portion of the COOP requires significant expenditures of time, personnel and financial resources. The department Director/Chief will determine whether or not the expenditure of resources are warranted and to what extent they are justified based on the information and recommendations provided by the Assessment Team.

#### C. Assessment of Situation and Primary Facility Checklist.

**Purpose:** Protect people from re-entering buildings before they have been declared safe, conduct visual inspection and analysis of types of hazards, notification to department management of serious hazards.

- θ Make notification to the Fire Rescue Department (if appropriate) first, then department management. Initial situation report should include:

- Location
- Injuries
- Weather, if a factor

- Situations-what happened, etc.
  - Exposure- what is threatened, what is needed, what is contaminated (especially water drainage/supply)
- θ Conduct a visual inspection and analysis of the types of hazards present in the area.
- Approach any inspection site cautiously.
  - Do not contaminate yourself or any equipment you use.
  - Assume the worst until otherwise verified.
  - Are there general exterior hazards? Holes, broken pavement, walkways, trees down or leaning, power lines down, building siding broken or hanging.
  - Is there an equipment hazard? Heavy objects, vehicles, machinery, desks, racks or bookshelves not braced, file cabinets, etc.
  - Is there a hazardous material problem? Chemicals spilled, tanks of liquids exposed, pipes broken, flammable liquids, strong odor of gas, sewage, etc.
  - Are there overhead hazards? Suspended ceiling without bracing, fluorescent lights or fire sprinklers without support, other overhead hazards.
  - Is there an electrical problem? Exposed wires, batteries, transformers hanging or not anchored junction boxes exposed, etc.
  - Are there windowpanes unsecured or broken glass?
- θ Be sure to look for multiple hazards.
- θ Document and notify department management of serious safety hazards.
- Maintain good written and photographic (whenever possible) information regarding the areas surveyed.
- θ Do not allow persons to re-enter buildings until the buildings have been inspected and deemed safe by authorized professionals.
- Monitor disaster area.
  - Conduct ongoing site monitoring.
- θ Ensure facility employees and visitors are safe and life safety practices are in place as per OSHA and other state/municipal worker safety regulations and guidelines.
- θ Identify a safe area well away from contaminated or problem area.
- θ Try to prevent further damage or contamination.
- Identify resources needed to mitigate or resolve the situation.
- θ Restrict access to the area.
- Determine appropriate action, i.e. rope off, signage, etc.
- θ Use trained personnel to initiate rescue efforts.
- Rescue victims only when there is no or limited risk to yourself or team members.
- θ Call for additional help as needed.
- θ Ensure employees working in the recovery effort are in safe and healthy conditions as per OSHA and other state/municipal worker safety regulations and guidelines.

## **II. COOP ALERT AND NOTIFICATION SOP.**

### **A. ALERT.**

For all individuals receiving/providing notification of an emergency incident or situation:

1. If you receive a call notifying you of an emergency incident or situation, write down the message. Repeat the message back to the caller to verify its accuracy.
2. Request that the individual making the notification meet the Assessment Team at the incident site. Provide an estimated time of arrival.
3. If you are the first person notified, contact Fire Chief or Duty Battalion Chief to verify the reported emergency incident or notification.
4. Notify the Assessment Team. Refer to the Action Plan for contact information.
5. Read the information received to each person you call, briefly stating the nature of the problem and the time of the reported incident. Do not speculate on injuries or damage to avoid possible confusion.
6. Instruct each person you contact to proceed to the pre-determined emergency meeting site or other designated location. Determine each person's estimated time of arrival.
7. Instruct all individuals contacted to avoid making comments to news media, customers, vendors, etc. An official department-designated spokesperson will provide the news releases to the press, news media, etc.
8. Give instructions to each contacted individual as to what is expected of them, (e.g. report to the emergency response site, report to Assembly Site, report to ARP, stand by for further instructions, etc.). Activate only the employees needed immediately and prepare a notification list and contact schedule for other individuals if required.
9. Maintain a record of all calls attempted and completed. Report the notification results to the Director/Chief.

**B. NOTIFICATION GUIDELINES.**

1. General.
  - a. All COOP Team Leaders and Team Members have been assigned call tree responsibilities that should be followed during the emergency notification.
  - b. It is important that all key personnel be notified of the disaster as soon as possible to begin business resumption operations.
  - c. The Employee/Contractor Notification List has the telephone numbers for the essential personnel to be notified in predetermined sequence.
2. Alert Procedures.
  - a. Information and guidance for employees will normally be passed telephonically using existing emergency notification cascades.
  - b. Depending on the situation, current information will also be available via:
    - Contacting Fire Station 17.

- County Intranet Home Page.
- c. Employees should listen for specific instructions. All employees should remain at their office or home until specific guidance is received.
  - d. Some employees, previously identified, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and the designated ARP location.
  - e. The Fire Chief or designated successor will direct the activation of the COOP.
3. Notification Procedures.
    - a. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
      - Undetermined at present.

### **III. COOP RELOCATION SOP.**

#### **A. RELOCATION WITH WARNING.**

1. Initial Actions. Upon receipt of alert notification, personnel will take documents required for the performance of the functions to be conducted at the relocation sites. Personnel will prepare designated communications, IT equipment, and other essential equipment for relocation, if time permits, and take appropriate preventive measures to protect communications and IT equipment not designated for relocation. Personnel will take appropriate measures to ensure security of the facility and non-removable equipment and records.
2. Departure for the Relocation Site. Teams/individuals begin movement to the site, taking such essential records and equipment as time permits. Other personnel may remain on duty until told to move to the relocation site or to go home.
3. Controlled Shutdown of Operations. If time and circumstances permit, personnel may be requested to remain at the primary site to serve in a stay-behind, caretaker capacity, to assist in shutting down equipment and securing primary site facilities and equipment against loss or compromise.
4. Department customers, the general public or response agencies are notified of the decision to relocate and/or status of the primary site and its operations.

#### **B. RELOCATION WITHOUT WARNING DURING DUTY-HOURS.**

1. In a situation where a decision is made during normal duty hours (8 a.m. - 5 p.m. Monday through Friday) that the primary site is uninhabitable, relocation actions depend on the extent of damage to the site. In a minimal case, where the site is uninhabitable (e.g., due to a chemical spill), but the facility, equipment, records, and personnel are undamaged, the department Director/Chief will determine whether/how much to relocate. If possible, department management will initiate a duty-hours notification. If time does not permit because of an immediate evacuation of the building or other circumstances, notification is made by whatever means are available. If time permits, designated personnel should back up IT equipment and databases and prepare communications, IT, and other equipment and important records for relocation. Designated personnel will provide physical security for documents and equipment. Personnel requested to relocate will

move to the relocation sites. All other personnel are directed to go to their residences and await further instructions.

2. Department customers, the general public or response agencies are notified of the decision to relocate and/or status of the primary site and its operations.

**C. RELOCATION WITHOUT WARNING DURING NON-DUTY HOURS.**

1. Notification of COOP Teams upon the decision of the department Director/Chief that the primary site is uninhabitable.
2. Depending on the timing of the incident, a media announcement may be released to the local radio and television stations. Employees should listen for specific instructions. If no clarification is forthcoming, employees should, unless directed differently, remain at home and await further instructions.
3. Teams/individuals may be directed to report to the relocation site, to the home site to pick up essential records or equipment enroute to the site, or to remain at home.

**IV. RELOCATION DIRECTION AND CONTROL SOP.**

- A. The department Director/Chief Director determines the timing of the execution steps of the relocation process described below. The phases shown below are arbitrary.
- B. The decision to execute a specific step does not necessarily imply the execution of one or more subsequent steps, especially in a situation with advance warning. In such a case, the department Director/Chief may choose to reassess the situation before the execution of any subsequent step and retain the option to terminate or reverse the relocation process at any phase.
- C. Implementation of this plan may be time-phased. The time-phasing for relocation and relocation site operation is as follows:

**Phase I (1-24 hours).**

- Notify next senior level of intent to relocate.
- Notify relocation site manager of impending relocation and actual relocation requirements.
- Relocate key staff.
- Prepare relocation site(s) for follow-on personnel.
- Conduct limited essential functions as soon as possible.

**Phase II (24 hours-5th day).**

- Continue essential functions.
- Relocate employees as required.
- Identify missing personnel and request/arrange for augmentation as required.
- Commence other functions.

**Phase III (5th day-until termination).**

- Sustain all essential functions from the relocation sites.

**V. COOP-A TEAM SOP.****A. EMERGENCY RESPONSE.**

1. Complete emergency response, notification and mobilization duties as directed by the department Director/Chief.
2. Ensure the department Director/Chief is contacted and apprised of situation's status and activity.
3. Obtain reports of personnel injury.
4. Perform assessment(s) and evaluation(s) until the extent of impact or damage can be determined.
5. Document the results of the preliminary assessment(s) and evaluation(s) and submit the report to the department Director/Chief with recommendations to terminate the emergency response activities or activate subsequent plan operations.
6. Terminate or expand/extend the operation as directed by the department Director/Chief.

**B. COOP ACTIVATION.**

1. Establish and organize a Command Center from which to manage resumption activities.
2. Activate and mobilize the continuity support/logistic teams needed resume time-sensitive application restoration.
3. Evaluate alternate site equipment and network service for the necessary enhancements to support time-sensitive application recovery.
4. Mobilize and activate the support teams needed to support enhancement and use of the alternate site(s).
5. Notify and inform department customers, the general public and County Management of the situation.
6. Alert employees, vendors and other internal and external individuals and organizations to the situation and their role during resumption and recovery.
7. Begin implementing procedures to re-establish time-sensitive processes and applications. This may include relocating to a temporary facility, re-establishing communications at an alternate site, etc.

**C. RESPONSIBILITIES OF COOP-A TEAM MEMBERS.**

- Attend Relocation Team meetings as scheduled.
- Keep COOP Relocation Team Leader apprised of COOP matters.
- Review and update mission-essential functions annually.
- Develop notification cascades for division personnel.
- Update as required.
- Participate in COOP training and exercises.
- Develop Drive-Away Kits.
- Develop plan for off-site storage of data to include vital records and databases.
- Prepare division COOP Implementation Plans and Standard Operating Procedures and update as necessary.

- Annually review the composition of the working group staffing to ensure that the assigned staff are adequate.

## **VI. ALTERNATE RELOCATION POINT (ARP) START-UP SOP.**

### **A. ARRIVAL.**

1. Upon arrival at the appropriate relocation site, the COOP-A Team Leader will give personnel an orientation briefing. This briefing will cover site organization and operation, and information on the support available such as communications equipment and personnel available to assist in the exchange of information with the chain of command and with other relocation sites.
2. While the relocation sites provide certain support capabilities, the relocated staff is responsible, if circumstances permit, for bringing records and specialized equipment that were not pre-positioned.
3. As soon as practicable, personnel will perform, or assist senior officials in performing, the following functions from the relocation site. Each person will not be performing every function; collectively, however, those arriving initially should be able to ensure performance of these functions:
  - Monitor the situation, extent of damage, status of personnel, resources, and events by recording incoming reports.
  - Assess the situation by evaluating information gathered from reports.
  - Report the status of operations to other viable County organizations as appropriate.
  - Keep time and attendance records.
  - Ensure twenty-four hour per day, seven days per week (24/7) coverage by planning and scheduling relocation site activities, i.e., work hours, meals, etc.
  - Provide decision-making and other office support.
  - Prepare and disseminate instructions, and report back, as required.
  - Monitor Department field organizations and other deployed personnel, as required.
  - Implement contingency termination and recall actions, when directed.

### **B. ARP START-UP TASKS. (Personalize To Your Department)**

- ∅ Notify Technical Services Operations (24 hour)
- ∅ Activate "physical plant:"
  - Turn on lights.
  - Turn on ventilation.
  - Turn on air conditioning or heat.
  - Unlock, open doors.
- ∅ Activate, set up phones.
  - Assign someone to take phone messages.
- ∅ Activate, set up radios.
  - Conduct radio checks.
  - Contact dispatch centers: (list)
- ∅ Activate, set up fax.
  - Check fax machine for messages.
- ∅ Ensure all necessary warnings and notifications are made:

- θ Coordinate with media (who, which ones, list).
- θ Notify county/State EOC, (insert phone number).
- θ Call National Weather Service (insert phone number)
  - Update weather report, if appropriate, and post the information.
- θ Post situation information and key contact numbers on maps and status boards.
- θ Turn on copy machine.
- θ Set up, placement of Furniture. (Describe).
- θ Set up, placement of Equipment. (Describe).
- θ Set up, placement of Supplies. (Describe).
- θ Ensure adequate set-up of status boards and displays, both physical and electronic.
- θ Establish security, as appropriate.
- θ Ensure compliance with all applicable safety regulations.
- θ Brief arriving staff on situation.
- θ Keep an accurate log of activities.
- θ Determine food and beverage needs.
- θ Make coffee.
- θ Ensure sanitation facilities.
- θ Determine support services needed:
  - Word processing.
  - Duplicating services.
  - Courier services.
  - Office supplies.
  - Filing and file space.
  - Casual labor.
  - Financial services (contracts, purchase orders, collection of receipts, etc.)
  - Oversight of vehicles and building services.
- θ Determine the types of maintenance services required, such as janitorial, sanitation, showers, lighting, and safety.
- θ Assign other activation tasks as required.

## **VII. RETURN TO PRIMARY FACILITY AND RESTORATION SOP.**

1. The department Director/Chief will initiate the return to the primary facility once the primary facility has been deemed safe. This begins the “restoration phase” of this plan.
2. Restoration builds on the assessments performed in the emergency response stage with the goal of returning the impacted facility to its pre-disaster capabilities. If the original facility is assessed as beyond repair, this stage will involve the acquisition and outfitting of new permanent facilities.
3. The restoration process includes the assessment of:
  - Environmental contamination of the affected areas;
  - Structural integrity of the building; and
  - The damage to furniture, fixtures and equipment.
4. Restoration will begin in earnest once solid estimates of contamination, structural damage and asset loss can be obtained and personnel resources can be dedicated to the management and coordination of the process.
5. This phase may be executed sequential to, or concurrent with, the Resumption and/ or Recovery stages. The department Director/Chief will ensure that sufficient support for resumption and restoration operations is provided. Objectives/tasks include:
  - Maintain an adequate level of support team coverage to support all business operations.
  - Maintain an adequate technology teams coverage to sustain information processing operations.
  - Maintain communication with the continuity organization.
  - Clean and/or decontaminate the building.
  - Repair and/or restore the building or construct/acquire of a new facility,
  - Replace the contents of the building.
  - Coordinate the relocation and/or migration of business operations, support and technology departments from temporary facilities to the repaired or new facility.

### **VIII. DEPARTMENT GENERAL COOP RESPONSIBILITIES SOP.**

- Appoint a COOP Coordinator (Team Leader) for coordination and implementation of the COOP Plan.
- As appropriate, develop individual Division COOP Implementation Plans that support this document and address the unique aspects of their respective requirements, plans, or procedures.
- Identify mission-essential functions and update as necessary.
- Identify agency missions or functions that can be deferred or terminated in the event the COOP Plan is implemented.
- Establish an order of succession.
- Pre-delegate authorities for making policy determinations.
- Maintain a current roster of designated COOP team members.
- Ensure that all COOP team members understand the COOP procedures and their responsibilities; Provide training.
- Maintain current personnel emergency alert and notification rosters.
- Prepare backup copies of vital records.
- Provide for the proper storage of backup copies of vital records and other pre-positioned items.
- Designate personnel responsible for compiling and maintaining office COOP Go- Kits.
- To the extent possible, pre-position COOP Go-Kits and other essential items at a designated Assembly Area or Alternate Facility.
- Prepare COOP Site Support Procedures to ensure the smooth transition of essential functions, personnel, equipment, and vital records.
- Maintain a current roster of Alternate Facility support staff personnel.; Designate personnel responsible to

- assist the arriving COOP teams at the Alternate Facility.
- Conduct periodic tests of the office telephone notification cascade.
- Conduct COOP tests, training, and exercises.
- Conduct periodic coordination visits to alternate site.
- Identify employees who may require transportation and billeting.
- Keep the elected officials informed of any site vulnerabilities or changes in site resources that may impact the effective execution of the COOP Plan.

## ANNEX C: MISSION ESSENTIAL FUNCTIONS.

1. Mission Essential Functions are those functions that provide vital services, exercise civil authority, maintain safety and well being of the public, and sustain the industrial and economic base. The following Mission Essential Functions must be performed by the Fire Rescue Department under all circumstances and are prioritized so personnel know which activities should be performed first. The Alternate ARP can support the Mission Essential Functions of the Fire Rescue Department.
2. Inventory of Essential Functions.
  - a. Details are found in the Department's General Orders, Manuals, and Appendices.
  - b. Summary of essential functions:
    - Priority 1:** Emergency response: Removal of sick and injured to appropriate medical facilities, rescue of trapped people, extinguishment of fires.
    - Priority 2:** Life safety inspections, training, hydrant testing and inspection, pre-incident planning.
    - Priority 3:** Administrative functions, maintenance.
3. Staffing Levels to Perform Essential Functions.
  - a. Staffing levels to perform essential functions are found in the Department's General Orders, Manuals, and Appendices.
4. Resources Needed to Perform Essential Functions (see Annex D: COOP Equipment/Supply Matrix).
  - a. Data and communications support:
    - Telephone system.
    - Cell phones.
    - Pagers.
    - VHF/UHF radio.
    - Skycell.
  - b. Inventory of vendors/supplies: See Annex D: COOP Equipment/Supply Matrix and Annex F: Key Contact List. Also see Vendor List (BC's Office).
  - c. Vital records, systems and data:
    - Department Network.
    - Cameo (software).
    - Operational reference books.
    - Hardcopy of Organizational Guides, policies, procedures.
  - d. Specific materials/supplies:
    - See Annex D: COOP Equipment/Supply Matrix.
    - See apparatus equipment lists.
  - e. Pre-positioned equipment and resources at alternate site:

- See Annex D: COOP Equipment/Supply Matrix.
5. Hazard identification and risk assessment.
- a. The hazards that put normal operations of the departmental operations at risk have been identified, to include natural events, technological events and human events. See Annex A: COOP Risk Assessment.

**ANNEX D: COOP EQUIPMENT/SUPPLY MATRIX.**

List # 1 of 2

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**

**Developed for: Fire Rescue - Headquarters**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net	0	2	N	0	2	2	0
Sky Cell	0	2	N	0	2	2	0
Radios/Systems:							
• 800 MHz	0	1	N	0	1	1	0
• VHF	0	1	N	0	1	1	0
• UHF	1	1	N	0	1	1	0
• Civil Air Patrol	0	0	N	0	1	0	1
• County-to-County	0	1	N	0	1	1	0
• Amateur	0	0	N	0	1	1	0
Phones:							
• Switchboard	X	X	X	X	X	X	X
• Land lines	9	9	N	0	9	2	7
• Fax lines	4	4	N	0	4	1	3
• Data lines	9	9	N	0	9	2	7
• Cell	8	8	Y	0	0	8	0
Pagers	8	8	Y	0	0	8	0
Internet Access/Email	9	9	N	0	9	2	7
AM/FM Radios	4	9	N	0	9	2	7
T.V.	6	6	N	0	3	1	2
• TV Cable and Satellite Connections.	6	6	N	0	3	1	2
<b>WARNING</b>							
Dialogic	0	1	N	0	1	1	0
DTN (weather warning system)	0	1	N	0	1	1	0
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	9	9	N	0	9	4	5
Computers, laptop	4	4	Y	0	4	4	0
Printers	9	9	N	0	4	2	2
Software:							
• Hurrivac	0	4	N	EM?	EM?	1	3
• CAMEO	2	4	N	EM?	EM?	1	3
• MarPlot	?			EM?	EM?	1	0
• Aloha	2	4	N	EM?	EM?	1	3
• EOC Manager	1	4	N	EM?	EM?	1	3
• Microsoft Word	9	9	N	0	9	2	7
• Email	9	9	N	0	9	9	0

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Networking							
Data Bases:							
• PSN	2	2	Y	0	2	2	0
• ESF 5	X	X	X	X	X	X	X
• Specific ESF	X	X	X	X	X	X	X
• "F" Drive	X	X	X	X	X	X	X
• Dialogic	X	X	X	X	X	X	X
• GIS	X	X	X	X	X	X	X
<b>OTHER EQUIPMENT</b>							
Power surge strips	9	9	N	0	9	4	5
Power cables	9	9	N	0	9	4	5
Data cables	9	9	N	0	9	4	5
Portable Printer	0	1	N	0	1	1	0
Photocopier	1	1	N	0	1	1	0
Portable Photocopier	0	0	N	0	0	0	0
Fax Machine	3	3	N	0	1	1	0
Tape Recorder, batteries	2	2	Y	0	2	1	1
Digital or 35mm Camera, batteries	2	2	Y	0	2	2	0
Video Camera, batteries	0	1	N	0	1	1	0
AM-FM Radios, batteries	4	9	Y	0	4	2	2
Calculator, batteries	9	9	Y	0	4	2	2
Typewriter, Electric	1	1	N	0	1	0	1
Typewriter, Manual	0	0	N	0	0	0	0
Portable White Boards and Markers	1	1	Y	0	1	1	0
Flashlights, batteries	5	9	Y	0	9	9	0
GPS Units, batteries	0	0	N	0	0	0	0
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans	2	2	Y	0	2	2	0
SOPs	2	2	Y	0	2	2	0
Resource staffing lists	2	2	Y	0	2	2	0
Library of reference materials:							
• Phone Books	9	9	N	0	2	2	0
• Resource Lists	9	9	N	0	2	2	0
• Calendar pads (desk top)	9	9	N	0	2	2	0
<b>DISPLAYS</b>							
Maps	2	2	Y	0	2	2	0
Charts/displays	1	1	Y	0	1	1	0
Overhead projectors	1	1	N	0	1	0	1

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
with screens							
White Boards	1	1	Y	0	1	1	0
Pana-Boards	0	0	N	0	0	0	0
Bulletin Boards	1	1	Y	0	1	1	0
Easels with flipcharts	1	1	N	0	1	1	0
Flipchart pads	2	2	N	0	1	0	1
Video monitors, players	3	3	N	0	1	0	1
<b>FURNITURE</b>							
Tables/chairs	2	2	N	0	2	1	1
Computer Work Stations	9	9	N	0	4	2	2
Clocks	9	9	N	0	2	1	1
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms	18	18	N	0	9	5	4
• Log Forms	0	0	N	0	0	0	0
Blank backup tapes	0	0	N	0	9	4	5
Blank 3.5" floppy diskettes or CDs	90	90	N	0	18	8	10
Toner: Copier, Laser Printers	10	10	N	0	2	1	1
Ribbons: Typewriters, Dot Matrix Computer Printers.	10	10	N	0	1	0	1
Copier paper	60 reams	60 reams	N	0	20	10	10
Fax paper	0	0	N	0	0	0	0
Computer printer paper	0	0	N	0	0	0	0
Paper	0	0	N	0	0	0	0
Carbon paper	0	0	N	0	0	0	0
Pens, Pencils	80	80	N	0	18	9	9
Erasers	20	20	N	0	9	9	0
Writing pads, tablets	15	15	N	0	9	9	0
Post-it-pads, various sizes	50	50	N	0	9	9	0
Telephone memo call pads	20	20	N	0	9	9	0
Staplers, staples, staple removers	9 of Ea	9 of Ea.	N	0	9 Ea.	9 Ea.	0
Tape Dispensers, tape	9	9	N	0	4	2	2
Assorted Rubber Bands	Boxes	Boxes	N	0	1 Box	1 Box	0
Paper Clips, Fasteners	Boxes	Boxes	N	0	4 Box Ea	4 Box Ea	0
Binder clips, various sizes	Boxes	Boxes	N	0	4 Box Ea.	4 Box Ea	0
Rubber Stamps	10	10	N	0	0	0	0
Ink Pads, ink	10	10	N	0	0	0	0
Note Pads	X	X	X	X	X	X	X

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
File Folders	4 Boxes	4 Boxes	N	0	2 Boxes	1 Box	1 Box
Boxes for filing	15	15	N	0	2	1	1
Clipboards	20	20	N	0	9	4	5
Tool Kit, screwdrivers, pliers, etc.	2	2	N	0	1	0	1
Cash Boxes	0	0	N	0	0	0	0
Receipt Books	0	0	N	0	0	0	0
Extension Cords	10	10	N	0	5	2	3
Masking tape	1	1	N	0	1	0	1
Scotch tape	20	20	N	0	4	2	2
Push pins	2 Boxes	2 Boxes	N	0	1 Box	0	1 Box
Felt tip markers	10	10	N	0	2	2	0
Marking pens (various colors)	0	0	N	0	0	0	0
Grease pencils	2	2	N	0	0	0	0
Scissors	9	9	N	0	2	1	1
Name tags	9	9	N	0	0	0	0
Large manila envelopes	4 Boxes	4 Boxes	N	0	1 Box	1 Box	0
Three hole paper punch	5	5	N	0	1	0	1
3- Ring binders	30	30	N	0	5	0	5
<b>LOGISTICS</b>							
Transportation	X	X	X	X	X	X	X
Agency vehicles	8	8	Y	0	8	8	0
Private vehicles	53	53	Y	0	53	53	0
Public Transportation (Government)	X	X	X	X	X	X	X
Commercial and Private Buses, Taxis	X	X	X	X	X	X	X
<b>EMERGENCY POWER</b>							
Generators, fuel	1	1	N	0	1	1	0
Propane heaters, fuel	0	0	N	0	0	0	0
Uninterrupted Power Systems	0	1	N	0	1	1	0
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)	X	X	X	X	X	X	X
Telecommunications	X	X	X	X	X	X	X
Gas	X	X	X	X	X	X	X
Electric	X	X	X	X	X	X	X
Water	X	X	X	X	X	X	X
Sewer	X	X	X	X	X	X	X
<b>COMMERCIAL VENDORS (LIST):</b>							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Vehicles	2	2	N	0	2	2	0
Fuel	X	X	X	X	X	X	X
Tires	1	1	N	0	1	1	0
Maintenance	2	2	N	0	2	2	0
Ground Service for Mail	1	1	N	0	1	1	0
UPS	1	1	N	0	1	1	0
FEDEX	1	1	N	0	1	1	0
Courier Service	1	1	N	0	1	1	0
Banking	1	1	N	0	1	1	0
• Direct Deposits	1	1	N	0	1	1	0
<b>LIFE SUPPORT</b>							
Drinking water	30 Gal.	30 Gal.	N	0	40 Gal.	15 Gal.	25 Gal.
Nonperishable food	X	X	X	X	X	X	X
Hygiene products	X	X	X	X	X	X	X
Sanitation facilities, supplies	X	X	X	X	X	X	X
• Sanitation kits: chemical disinfectants, commode seats, toilet paper	X	X	X	X	X	X	X
Exercise and recreation facilities	0	1	N	0	0	0	0
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs	3	3	Y	0	9	9	0
Blankets	0	0	N	0	9	9	0
First Aid Kits	1	1	N	0	1	1	0
Life Pack (defibrillator)	1	1	Y	0	1	1	0
Fire Extinguishers	4	4	N	0	2	2	0
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	0	0	N	0	1	0	1
Sponges	0	0	N	0	1	0	1
Mops	0	0	N	0	1	0	1
Buckets, Pails	0	0	N	0	1	0	1
Disinfectants	0	0	N	0	1	0	1
Trash cans	1	1	N	0	1	1	0
Wastepaper Baskets	9	9	N	0	4	2	2

List # 2 of 2

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**

Developed for: Fire Rescue- All Stations

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net	0	0	N	0	0	0	0
Sky Cell	0	0	N	0	0	0	0
Radios/Systems:							
• 800 MHz	0	18	Y	0	20	20	38
• VHF							
• UHF	OK	OK	Y	OK	OK	OK	OK
• Civil Air Patrol	0	0	N				
• County-to-County	0	0	N				
• Amateur	0	0	N				
Phones:							
• Switchboard	0	0	N	0	0	0	0
• Land lines	12	12	N	12	12	12	12
• Fax lines	12	12	N	12	12	12	12
• Data lines	12	12	N	12	12	12	12
• Cell	18	18	Y				
Pagers	150	220	N/A				
Internet Access/Email	12	12	N	12	12	12	12
AM/FM Radios	12	12	N	12	12	12	12
T.V.	20	20	N	20	20	20	20
• TV Cable and Satellite Connections.	20	20	N	20	20	20	20
<b>WARNING</b>							
Dialogic	0	12					
DTN (weather warning system)	0	12					
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	14	17	Y	14	17	14	17
Computers, laptop	0	6	Y	0	6	6	6
Printers	12	16	Y	12	16		
Software:							
• Hurrivac	0	0					
• CAMEO	0	12	Y				
• MarPlot							
• Aloha	0	12	Y				
• EOC Manager	0	0	N				
• Microsoft Word	12	16	Y	12	16	12	2
• Email	12	16	Y	12	16	12	2
Networking							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS	0	0	N	0	0	0	0
<b>OTHER EQUIPMENT</b>							
Power surge strips	OK	OK	N				
Power cables	OK	OK	N				
Data cables	OK	OK	N				
Portable Printer	0	4	Y	0	4	4	6
Photocopier	8	12	N	8	12	8	8
Portable Photocopier	0	0	N				
Fax Machine	12	12	N	12	12		
Tape Recorder, batteries							
Digital or 35mm Camera, batteries	1	20	Y	1	20	20	20
Video Camera, batteries	0	12	Y	0	12	12	12
AM-FM Radios, batteries			N				
Calculator, batteries			N				
Typewriter, Electric	UNK	UNK	Y				
Typewriter, Manual	0	0	N				
Portable White Boards and Markers	UNK	UNK					
Flashlights, batteries	OK	OK	Y	OK	OK	OK	OK
GPS Units, batteries	0	24	Y	0	24		
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans	20	24	Y	20	24		
SOPs	20	24	N	20	24		
Resource staffing lists	12	12	Y	12	12		
Library of reference materials:	12	12	Y	12	12		
• Phone Books	24	24	N	24	24		
• Resource Lists	12	12	Y	12	12		
• Calendar pads (desk top)	UNK	0					
<b>DISPLAYS</b>							
Maps	UNK	OK	Y	UNK	OK		
Charts/displays	UNK	OK	Y	UNK	OK		
Overhead projectors with screens	3	12	Y	3	12		

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
White Boards	UNK	OK	Y	UNK	OK		
Pana-Boards							
Bulletin Boards	OK	OK	N	OK	OK		
Easels with flipcharts	OK	OK	N	OK	OK		
Flipchart pads	OK	OK	N	OK	OK		
Video monitors, players	0	0	N	0	0		
<b>FURNITURE</b>							
Tables/chairs							
Computer Work Stations	14	14	N	14	14		
Clocks	OK	OK	N	OK	OK		
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms	0	0	N	0	0	0	0
• Log Forms	0	0	N	0	0	0	0
Blank backup tapes	0	0	N	0	0	0	0
Blank 3.5" floppy diskettes or CDs	OK	OK	Y	OK	OK		
Toner: Copier, Laser Printers	OK	OK	Y	OK	OK		
Ribbons: Typewriters, Dot Matrix Computer Printers.	0	0	N	0	0	0	0
Copier paper	OK	OK	Y	OK	OK		
Fax paper	OK	OK	Y	OK	OK		
Computer printer paper	OK	OK	Y	OK	OK		
Paper	OK	OK	Y	OK	OK		
Carbon paper	0	0	N	0	0	0	0
Pens, Pencils	OK	OK	N	OK	OK	YES	YES
Erasers	OK	OK	N	OK	OK	YES	YES
Writing pads, tablets	OK	OK	N	OK	OK	YES	YES
Post-it-pads, various sizes	OK	OK	Y	OK	OK		
Telephone memo call pads	0	0	N	0	0	0	0
Staplers, staples, staple removers	OK	OK	N	OK	OK		
Tape Dispensers, tape	OK	OK	N	OK	OK		
Assorted Rubber Bands	OK	OK	N	OK	OK		
Paper Clips, Fasteners	OK	OK	N	OK	OK		
Binder clips, various sizes	OK	OK	N	OK	OK		
Rubber Stamps	OK	OK	N	OK	OK		
Ink Pads, ink	OK	OK	N	OK	OK		
Note Pads	OK	OK	N	OK	OK		
File Folders	OK	OK	Y	OK	OK		

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Boxes for filing	OK	OK	Y	OK	OK		
Clipboards	OK	OK	Y	OK	OK		
Tool Kit, screwdrivers, pliers, etc.	OK	OK	Y	OK	OK		
Cash Boxes	0	0	N	0	0		
Receipt Books	0	0	N	0	0		
Extension Cords	OK	OK	N	OK	OK		
Masking tape	OK	OK	N	OK	OK		
Scotch tape	OK	OK	N	OK	OK		
Push pins	OK	OK	N	OK	OK		
Felt tip markers	OK	OK	N	OK	OK		
Marking pens (various colors)	OK	OK	N	OK	OK		
Grease pencils	OK	OK	N	OK	OK		
Scissors	OK	OK	N	OK	OK		
Name tags	OK	OK	N	OK	OK		
Large manila envelopes	OK	OK	N	OK	OK		
Three hole paper punch	UNK	OK	N	OK	OK		
3- Ring binders	Many	Many	Y	OK	OK		
<b>LOGISTICS</b>							
Transportation							
Agency vehicles	51	54	Y	51	54		
Private vehicles	38	43	Y	0	0		
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel	24	30	Y	24	30		
Propane heaters, fuel							
Uninterrupted Power Systems	12	16	Y	12	16	16	
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications	12	12	N	12	12	12	12
Gas	5	5	N	5	5	5	5
Electric	12	12	N	12	12	12	
Water	12	12	N	12	12	12	
Sewer	UNK	12	N	UNK	12		
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Fuel							
Tires	2	2	N	2	2		
Maintenance	3	3	N	3	3		
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water	Gallons						
Nonperishable food	0	12	Y	0	12		
Hygiene products							
Sanitation facilities, supplies							
• Sanitation kits: chemical disinfectants, commode seats, toilet paper	OK	OK	N	OK	OK		
Exercise and recreation facilities	6	12	N	6	12		
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs							
Blankets							
First Aid Kits							
Life Pack (defibrillator)	12	12	Y				
Fire Extinguishers	OK	OK	Y	OK	OK		
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	OK	OK	N	OK	OK		
Sponges	OK	OK	N	OK	OK		
Mops	OK	OK	N	OK	OK		
Buckets, Pails	OK	OK	N	OK	OK		
Disinfectants	OK	OK	N	OK	OK		
Trash cans	OK	OK	N	OK	OK		
Wastepaper Baskets	OK	OK	N	OK	OK		

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**ANNEX E: COOP TEAMS.**

1. The Fire Rescue Department's General Orders, Manuals, and Appendices contain the following:
  - Procedures to alert officials and staff of an actual or impending event exists.
  - Procedures to ensure essential and non-essential staff that safety concerns during an emergency requiring relocation.
  - Normal vs. emergency personnel issues of employment.
  - Emergency use of employees.
  - Employees and their families are encouraged to prepare for emergency situations.
  - Personnel notification/contact lists.
2. COOP Teams.
  - a. COOP Advance Team (COOP-A): These are personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.
    - Red/Alpha Team.
  - b. COOP Sustainment Team (COOP-S): These are personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.
    - Blue/Bravo.
  - c. Non COOP personnel (N-COOP): Personnel who are not designated to a COOP Team may be directed to move to some other County facility or duty station, or may be advised to remain or return home pending further instruction.
3. COOP Team Notifications:
  - a. Fire Chief or on-duty Battalion Chief will contact central communications and direct the activation of the fire staff, South County recall, and North County recall tones accompanied by a prepared announcement with instructions for off-duty career personnel.
  - b. Central will be directed to activate all volunteer fire station tones to be accompanied by appropriate instructions.
  - c. Emergency Management will be contacted to coordinate the same announcement through the broadcast media.

**ANNEX F: KEY CONTACT LIST.**

The Fire Rescue Key Contact List is published separately. The master document is maintained and updated daily.

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**ANNEX G: DELEGATION OF AUTHORITY.**

1. Authorized successors have pre-delegated authority for making policy determinations and decisions.
2. The Fire Rescue Department's General Orders, Manuals, and Appendices provide the following:
  - The programs and administrative authorities needed for effective operations at all organizational levels having emergency responsibilities are identified.
  - The circumstances under which the authorities would be exercised are identified.
  - The necessary authorities at all points where emergency actions may be required, delineating the limits of authority and accountability are documented.
  - The authority of designated successors to exercise department direction, including any exceptions, and the successor's authority to re-delegate functions and activities are documented
  - The circumstances under which delegated authorities would become effective and when they would terminate are indicated. (Generally, predetermined delegations of authority would take effect when normal channels of direction are disrupted and would terminate when these channels have resumed).
  - Officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties.
  - Responsibilities and authorities of individual department representatives designated to participate as members of interagency emergency response teams are specified.
  - A delegation of authority within the department to command emergency response activities is identified.
  - Roles or titles rather than names for the delegation of authority are identified.
  - A delegation of authority at the Alternate Operating Facility (AOF) to command emergency response activities in the event of department relocation is identified.

**3. Example Delegation of Authority Memorandum.**

See next page for Example.

**Example**  
**Delegation of Authority Memorandum**

Date:

**Memorandum**

To:

From:

Subject: Delegation of Authority

Pursuant to Section \_\_\_\_\_, the authority to take actions listed below is hereby delegated to you in your respective positions in (agency/department/division name) to the incumbents of the positions designated herein. This delegation is effective as of (date).

List tasks to be covered in this delegation (see Examples listed) and to whom those delegations will be made. (Examples: Travel authorization; Leave authorization; Purchase requisitions/spending authority; Execution of Contractual agreements; Other Tasks:)

All authority hereby delegated shall be exercised in accordance with applicable laws, rules, administrative directives, and budget allocations. This authority cannot be re-delegated.

\_\_\_\_\_  
Signature of the Director (*or other appropriate authority*)

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**ANNEX H: ORDERS OF SUCCESSION.**

1. General Orders, Manuals, and Appendices contain the following:
  - Order of Succession of sufficient depth to ensure the department's ability to perform essential functions while remaining a viable part of County Government through any emergency.
  - Roles or titles (rather than names) for the order of succession.
  - Procedures to revise orders of succession as necessary, and distribute revised versions promptly as changes occur.
  - Conditions under which succession will take place.
2. Orientation programs to prepare successors for their emergency duties are conducted.
3. The following positions in the order enumerated below have the sole authority to activate/deactivated the COOP and determine appropriate actions for the delegation of authority when the COOP is activated:
  - (1) Fire Chief.
  - (2) Battalion Chief (BC) - Designated Battalion Chief.
  - (3) BC - Training.
  - (4) BC - Next Senior.
  - (5) BC - Next Senior.
  - (6) Captain - Support Services.
  - (7) AFM - Senior.
  - (8) AFM.
4. All successors assume the authority(ies) of the position they are succeeding to.
5. Orientation programs are conducted annually or whenever there is a change in the organization structure or staffing.

**ANNEX I: DESIGNATED ALTERNATE FACILITIES.**

1. General.
  - An immediate capability is in place to perform essential functions under various threat conditions, including threats involving weapons of mass destruction.
  - Directions and maps/diagrams to the relocation site are found in the Fire Rescue Department's Organizational Guides.
2. The following Designated Alternate Facilities are designated based on consideration of mission essential functions and the ability to accommodate key staff:
  - (1) Islamorada Fire Department.
  - (2) Key West Fire Department.
  - (3) Marathon Fire Department.
3. Appropriate physical security and access controls are in place, and include:
  - The alternate facility has secure locked doors with physical security at the main building entrance as needed.
4. Any Alternate Facility identified and rated will be reevaluated for suitability and functionality. The annual review of the COOP will include a review of the Alternate Facilities to ensure that the facilities still meet the current needs. Recommendations will become part of the remedial action process and any shortfalls in the equipment, maintenance, or improvement and modernization of the facilities will be incorporated into the Program Management Plan.
5. Alternate Facility Planning Considerations.
  - a. Compatibility: Hardware, software, and communications that are or would have to be installed at the alternate site must be the same as or compatible with original equipment supported.
  - b. Accessibility: The alternate site must be readily accessible, but not so close as to share the same disaster.
  - c. Reliability: The alternate site must be capable of supporting the operations of the affected office(s) 24 hours a day, seven days a week. Maintenance for site equipment, hardware and communications should be on-site or on-call.
  - d. Capacity: The alternate site and facility/computer equipment must have sufficient floor space, heating/cooling/power, communications lines, and memory capacity to support the suite of equipment required.
  - e. Security: The physical security at the alternate site must be sufficient to protect the sensitivity of the information and data.
  - f. Time to prepare: There must be sufficient time to prepare for the disaster, including time to prepare/convert data and software, prepare the site, prepare/store supplies, forms and documentation, obtain/install power and communications circuits, and prepare and test the COOP.

- 
- g. Support & Assistance: There must be on-site technical support and assistance to set-up and configure the hardware, software, and communications.
  
  - h. Cost: Cost factors can be subdivided into three categories:
    - Preparation costs include cost of any equipment or LAN/WAN.
    - Maintenance costs include hardware, software, or telecommunications maintenance/lease fees.
    - Execution costs are incurred in declaring a disaster and executing the COOP, including rent, travel, and per diem.

**ANNEX J: INTEROPERABLE COMMUNICATIONS.**

1. In general, telecommunications and information systems capabilities exist on a limited basis at each primary alternate facility. See Annex D: COOP Equipment/Supply Matrix.
2. Available Internal Communications includes:
  - Telephone.
  - Cell Phones.
  - Pagers.
  - Email.
  - Tac 7, 8, 9.
  - Tac 10, 11, 12, 13.
3. Available External Communications includes:
  - 800 Radio System.
  - VHF Radio.
  - Skycell.
  - Cell Phones.
  - Telephone.
  - Fax.
  - Email.
  - Amateur Radio.

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**ANNEX K: VITAL RECORDS AND DATABASES.**

1. Vital records and databases necessary for performing mission essential functions have been identified. These include:
  - Department network.
  - Cameo (software).
  - Operational reference books.
  - Hardcopy of Organizational Guide's, policies, procedures.
2. A vital records and database backup strategy is maintained in cooperation with the County's Technical Services Department.
3. Separate master copies of all operating system and specific application program software, together with copies of all applicable hardcopy documentation and operating manuals are maintained.
4. Appropriate individual(s) prepare backup copies of all electronic files on a regular (e.g., not less than weekly) basis, maintain copies of all required references and hardcopy files, and store the backup copies in a secure off-site location.

**ANNEX L: TESTS, TRAINING AND EXERCISES.**

1. A training and exercise schedule designed to test and evaluate the COOP is maintained. The department will consider the following:
  - Exercises to test individual essential elements, interrelated elements or entire plan(s).
  - Tests and training to demonstrate viability and interoperability of COOP plans.
  - Training for department COOP contingency staffs and emergency personnel to ensure currency of knowledge of responsibilities and integration of skills necessary to implement COOP plans and carry out essential functions.
  - Testing of alert and notification procedures and systems for any type of emergency conducted at least quarterly.
  - Orientation for COOP contingency staffs arriving at an alternate operating facility.
  - COOP exercises for a full deployment to the alternate site conducted annually.
  
2. Tests, training and exercises focus on the SOPs and data required by the various COOP personnel and Teams needed to perform their designated roles. Tests, training and exercises will include the following:
  - Priority Contact List (including employee names and contact information).
  - Employee/Contractor Notification List (containing a directed list of who is to contact who regarding the communication of continuity information).
  - Team Member Roster (identifies the specific individuals belonging to each Team, and their contact information).
  - Team Task List with Dependencies (consists of a detailed, step-by-step listing of each task to be performed by the members of the various continuity teams. Where a specific task must await action by a member of another team, this is so noted, and the task/responsible individual is identified. This area is key to the entire COOP. Each task is also separately identified by a unique number that identifies both the team and the order of execution. Additionally, the task sheets contain room to check off task completion, and the expected/actual times to complete).
  - Enterprise Process Configuration (lists, for each IT System or Process, the associated software, equipment, supplies, network Information and responsible Teams).
  - Vendor Representatives (contains a listing of all applicable vendor contact information, including local representatives and focal points within the organization).
  - Location Information (contains the location of all off-site storage, alternate operating locations, record repositories, etc. Driving instructions and personnel focal point contact information is also included for each location).
  - Vital Records (includes a listing of all necessary documents, manuals, diskettes, CD-ROMs and all other media necessary to implementing the COOP).

3. The COOP is tested in order to train personnel, and to keep the plan in step with changes to the environment. Testing methods include:
  - Review: A check the accuracy of the COOP details, i.e. accuracy of contact telephone numbers, building and room numbers, whether the listed individuals are still in the organization, etc.
  - Analysis: Mentally following the strategies in the COOP, looking for flaws in the logic or process used by the COOP developers. Also consists of interviews with functional managers, resource managers, and their staff to detect missing or unworkable pieces of the plan.
  - Simulation & Test: Consists of various types and scope of exercises designed to test and evaluate the COOP. A simulation requires the execution of notification, operating procedures, the use of equipment hardware/software, possible use of alternate site(s), and operations to ensure proper performance. Simulation exercises can and may be used in conjunction with checklist exercises for identification of required plan modification and staff training.
    - Structured Walk-through: a disaster scenario is established, and the teams "walk-through" their assigned tasks. This is a role-playing activity that requires the participation of at least the team leaders and their alternates.
    - Tactical Exercise: a simulated exercise, conducted in a "war game" format. All members of the continuity organization are required to participate and perform their tasks and procedures under announced or surprise conditions. The exercise monitor provides information throughout the exercise to simulate events following an actual disaster.
    - Live Production Application System Exercise: an operating system is brought to live status on the alternate processor(s), and the data communications network is switched to the alternate site. All resources, other than the computer and communications hardware needed to support this exercise, must be retrieved from the off-site storage facility.
4. Exercises will be conducted when a major revision to the plan has been completed, when additional Department work/production systems are implemented, when significant changes in systems, applications and/or data communications have occurred, and when the preparedness level of continuity teams must be verified.
  - Exercises may include structured walk-through, tactical exercises, live production exercises, simulations and announced/unannounced exercises.
5. Employee Emergency Preparedness Education and Training. Employees are trained on:
  - COOP responsibilities.
  - Employee responsibilities.
  - Equipment, supplies available.
  - Family preparedness.
  - CPR, First Aid and disaster response.

**ANNEX M: PROGRAM MANAGEMENT.**

1. A Multi-year Strategy and Program Management Plan is a critical component of the COOP and serves to assist department and county management and policy makers to define short and long-range goals and objectives.
2. This plan was developed, in part, by the department's responses to a best practices COOP "capability for readiness (CAR)" questionnaire that contains 11 elements of capability defined by 51 questions.
  - Based on the "COOP CAR" and Florida COOP guidance, a COOP capability currently exists within the department.
3. It is anticipated that as this plan is refined and maintained, additional specific development and maintenance tasks will be identified. Within six months and annually thereafter the department will complete a management plan describing current and planned actions to ensure a continued COOP capability. The COOP management plan will include a discussion on each of the COOP essential elements and examine the following key areas:
  - a. Define short and long term goals and objectives to resolve capability analysis shortfalls.
  - b. Forecast budgetary requirements.
  - c. Anticipate and address any issues; identify potential obstacles; and create opportunities for cost savings by avoiding duplication or sharing capabilities.

Continuity Of Operations Plan (COOP)

**ATTACHMENTS**

**III. ATTACHMENTS.**

1. Personal Drive-A-Way Kit ("Bug Out Bag").
2. Guide for the Development of A Family Care Plan.
3. Glossary.

*Blank Intentionally*

## **ATTACHMENT 1: PERSONAL DRIVE-A-WAY KIT ("BUG OUT BAG").**

Each person assigned to a COOP Team, should have at least one personal Bug-Out Bag. This bag should contain clothing, toiletries, prescription medication, and other items that will be needed if deployed to a COOP site. Due to the nature of emergencies, it is recommended that each person develop several personal Bug-Out bags to be kept in various locations, such as the office, home, and automobile.

Your "Bug-Out-Bag" should remain packed and ready to go at any time. Remember that your stay could be up to 30 days. While laundry facilities may be available, it is recommend that you have at least four complete changes of clothing. Pack for comfort using a suitably sized suitcase or duffel bag. (Remember to check occasionally to ensure the contents still fit.) The following list contains suggestions for your consideration. Additional information about a Bug-Out bag can be found on the FEMA website or the Red Cross website.

### **Clothing:**

- Underwear (4 sets).
- Socks (5 pair).
- Comfortable shoes.
- Casual Shirts or Blouses (4).
- Casual Pants/Skirts (khakis and jeans are fine-2 pair).
- Sweater or light jacket (1).
- Pajamas (1 set).
- Exercise Clothes.
- Business Clothes (1 set if involved with other agencies or media).
- Dress Shoes and Belt (if involved with other agencies or media).
- Seasonal Outerwear (Coat, Hat, Gloves, Rain Gear).

### **Essentials:**

- Laptop, cell phone, pagers, personal data assistants or other devices for communicating.
- Deployment Instructions (Including directions to site).
- Personal Identification.
- Credit Cards, Check Book, Cash (at least \$50).
- Hand-carried Vital Records and Equipment (Laptop, Diskettes, etc.).
- Toilet Kit (Toothpaste, Soap, Toothbrush, Comb or Brush, Razor, etc.).
- Medications (At least 7 days-preferably a 30 day supply).
- Handkerchiefs or Tissue.
- Flashlight.

### **Useful Items:**

- Laundry Bag.
- Laundry Soap (for 2-3 loads).
- Sewing Kit (Thread, Needles, Safety Pins, Buttons).
- Personal Reading.
- Worship or Devotional Materials.
- 2-3 Trash Bags.
- Favorite packaged snacks or candy (7 days).
- Stamps, Envelopes, and Stationary.
- Personal Address Book.
- Penknife.

- Cassette/CD Player with cassettes/CDs.

**Pre-deployment Checklist:**

- Photo ID Badge.
- Technical/Professional Equipment.
- Government credit card, if authorized.
- Personal credit card(s).
- Check Book.
- Functional checklist for your area of responsibility.
- Special requirements, if identified (credentials and copy of professional license), carrier of special medications, allergy or other medical tags of bracelet, etc.).
- Driver's License.
- Flashlight, batteries, pocket radio with batteries (optional).
- Seasonal attire clothing (rain gear, boots, heavy coats, gloves, etc.).
- Emergency contact telephone numbers while away.
- Name and telephone number of your timekeeper.
- Sufficient Cash.

**Note:** DO NOT BRING ALCOHOL OR WEAPONS WITH YOU, AND DO NOT KEEP THESE ITEMS IN YOUR VEHICLE

## **ATTACHMENT 2: GUIDE FOR DEVELOPMENT OF A FAMILY CARE PLAN.**

### **I. GENERAL CONSIDERATIONS.**

Due to the nature of events that can result in the activation of the COOP plan, it is recommended that personnel assigned to a COOP team develop a Family Care Plan. This plan is to ensure that all family members have an understanding of and are prepared for actions and activities needed to protect family members in the event of an emergency or disaster.

This includes instructions for ensuring that the individual is prepared to conduct essential business functions from the relocation site.

#### **Family and Personal Affairs.**

Depending upon the circumstances you may find yourself working extended hours, working 7 days and, worst case, not being able to leave the relocation site or area. Moreover, the circumstances that may have precipitated the need for relocation in the first place may present a highly stressful situation that will require your total and undivided attention. Burnout comes easy if careful attention is not placed on pacing yourself, having sufficient time to relax, and minimizing stress. With these challenging tasks at hand and the potential for absence of routine communications, you will need to ensure that your personal matters are attended to while you are away, and that you have made arrangements for the needs of your family and others who rely upon you for financial or emotional support or both if you cannot maintain regular contact with them.

It is exceedingly important that you carefully address your own individual situation. Look for personal responsibilities, financial obligations, schooling, and other non-work related matters that could be affected by either your absence or the time and focus that you will have to devote to the situation at hand. To assist you with this planning here are some thoughts to consider:

- Are you a single parent? How are/will your children be provided for while you are in a relocated status?
- Do you have any physical limitations or medical problems for which you need continuing access to a qualified health care provider? Have you recently had surgery, or have a temporary medical condition that would impair you relocating? If so, you will need to advise a backup and your respective emergency planner.
- Are you taking prescribed medication? Do you have at least a 30-day supply available if you have to relocate?
- Do you have special dietary requirements?
- Can you work twelve-hour shifts for an extended period of time? Are there physical limitations or chronic medical conditions that would put you at risk for working such a schedule?
- Are there special requirements at home that need your attention? How would you manage them if you were not immediately available? How do you manage them now when you are on vacation or extended travel?
- Are there seriously ill relatives in the immediate family? Are you responsible for elderly family members?

The above are just some of the items that you should be considering to prepare your personally for the eventuality of having to relocate, as well as not be immediately assessable to your family, or have limited accessibility to them.

To ensure that your family and dependents are taken care of in your absence, it is recommended that you prepare a "Family Care Plan." This document will enable you to quickly address a multitude of tasks and details prior to relocation and allow you to leave with the peace of mind that your personal affairs and responsibilities are in order. A Family Care Plan outlines the way your personal family affairs will be handled during your absence. It is an excellent planning tool.

**Family Care Plan.**

There are things that you and your family should check on and know about before an occasion arises that would require you to relocate. We suggest that you use this guide to produce an actual written or typed document that you can leave with your spouse and/or other family members. You should also review it periodically with them to both ensure their familiarity and also assist you in ensuring its currency. Additional information about developing a family Care Plan can be found on the FEMA website or the American Red Cross website. The following are some suggestions and considerations that may benefit your family affairs planning:

**Medical & Health.**

- Where are the health records maintained for each member of the family?
- Who is contacted if medical assistance is needed?
- Where are your medical insurance policies?
- Are family members briefed on procedures for filing medical insurance claims?
- Does your caregiver for children or other family members know who to contact in a medical or other emergency?

**Finances.**

- Will there be money immediately available on a continuing basis during your absence?
- Is a bank allotment available or required?
- Will your allotment or direct deposit provide for all the necessities to maintain a household?
- Does the family have a safety deposit box and, if so, where is the key?
- Are all the credit card numbers written down and in a safe place? What are the company numbers and addresses in case of loss? Does your spouse/family know the location?
- Is your spouse prepared to take complete control of the bank accounts?
- What payments must be made, when, and to whom? Consider the following:
  - Mortgage/rent
  - Telephone
  - Water and sewage
  - Electricity
  - Trash
  - Insurance
  - Taxes
  - Gas (home heating/cooking)
  - Credit cards
  - Auto payment
  - Childcare
  - Investments
  - Other debts

**Home.**

- Does your spouse know where and how to use the following?
  - The electrical control box (fuse or breaker box)?
  - The water control valve for shutting off the water?
  - The gas control valve for shutting off the gas?
  - The name and telephone numbers of someone to call in case repairs are needed (including utility companies)?
  - Intruder alarm/detection systems?

- Location of service contracts?
- Does the family have a duplicate set of house keys?

**Transportation/Automobile.**

- Is your spouse familiar with the maintenance and other responsibilities of the automobile?
- Where is the vehicle title?
- Are the registration and the insurance card in the vehicle?
- Is a duplicate set of keys available and where?
- Who can be called for emergency transportation?
- Do you have a towing or emergency road service? If so, is the number available to all drivers in your family?

**Legal/Administrative.**

There are many factors involved regarding preparation of legal documents such as wills, powers of attorney, etc. If you do not already have these prepared, or they need to be reviewed and updated, you should contact an attorney or other legal service and discuss your particular situation with a legal expert.

- Does the spouse have a Power of Attorney? Is it "full" or "limited?" (Generally a "limited" power of attorney is recommended.)
- Does the family have copies of all birth certificates?
- Does your spouse know your social security number?
- Where are the insurance policies kept?
- Are family members aware of government benefits/entitlements?
- Are all-important papers safeguarded? Does your spouse/family know where they are and have access?
- Do you and your spouse have updated wills?
- If you are a single parent have you provided your caregiver a power of attorney to authorize medical treatment of your child in your absence if you cannot be contacted?
- Checklist of Important Documents that should be available during your absence:
  - Marriage Certificate
  - Divorce decrees
  - Automobile/tag registrations
  - Powers of Attorney
  - Insurance policies (auto, home, health)
  - Adoption papers
  - Letters of naturalization
  - Passports
  - Bank Books
  - Copies of mortgage/lease
  - Stocks, bonds, and other securities

**II. FAMILY EMERGENCY PLAN.**

**Your Family Disaster Plan.**

Disaster can strike quickly and without warning. It can force you to evacuate your neighborhood or confine you to your home. What would you do if basic services -- water, gas, electricity or telephones -- were cut off? Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away. Families can -- and do -- cope with disasters by preparing in advance and working together as a team. Follow the steps listed below to create your family's disaster plan. Knowing what to do is your responsibility for your best protection.

**Four Steps to Safety.**

1. Find Out What Could Happen to You
  - Contact your local Red Cross chapter or emergency management office -- be prepared to take notes.
  - Ask what types of disasters are most likely to happen. Request information on how to prepare for each.
  - Learn about your community's warning signals: what they sound like and what you should do when you hear them.
  - Ask about animal care after disaster. Animals may not be allowed inside emergency shelters due to health regulations.
  - Find out how to help elderly or disabled persons, if needed.
  - Find out about the disaster plans at your workplace, your children's school or day-care center, and other places where your family spends time.
2. Create a Disaster Plan.
  - Meet with your family and discuss why you need to prepare for disasters. Explain the dangers of fire, severe weather, and earthquakes to children. Plan to share responsibilities and work together as a team.
  - Discuss the types of disasters that are most likely to happen. Explain what to do in each case.
  - Pick two places to meet:
    - Right outside your home in case of a sudden emergency, like a fire.
    - Outside your neighborhood in case you can't return home. Everyone must know the address and phone number.
  - Ask an out-of-state friend to be your "family contact." After a disaster, it's often easier to call long distance. Other family members should call this person and tell them where they are. Everyone must know your contact's phone number.
  - Discuss what to do in an evacuation. Plan how to take care of your pets.
3. Complete this Checklist.
  - Post emergency telephone numbers by phones (fire, police, ambulance, etc.).
  - Teach children how and when to call 9-1-1 or your local Emergency Medical Services number for emergency help.
  - Show each family member how and when to turn off the water, gas, and electricity at the main switches.
  - Check if you have adequate insurance coverage.
  - Teach each family member how to use the fire extinguisher and show them where it's kept.
  - Install smoke detectors on each level of your home, especially near bedrooms.
  - Conduct a home hazard hunt.
  - Stock emergency supplies and assemble a Disaster Supplies Kit.
  - Take a Red Cross first aid and CPR class.
  - Determine the best escape routes from your home. Find two ways out of each room.
  - Find the safe spots in your home for each type of disaster.
4. Practice and Maintain Your Plan
  - Quiz your children every six months so they remember what to do.
  - Conduct fire and emergency evacuation.
  - Replace stored water every three months and stored food every six months.
  - Test and recharge your fire extinguisher(s) according to manufacturer's instructions.

- Test your smoke detectors monthly and charge the batteries at least once a year.

### **Neighbors Helping Neighbors.**

Working with neighbors can save lives and property. Meet with your neighbors to plan how the neighborhood could work together after a disaster until help arrives. If you're a member of a neighborhood organization, such as a homeowners association or crime watch group, introduce disaster preparedness as a new activity. Know your neighbors' special skills (e.g., medical, technical) and consider how you could help neighbors who have special needs, such as disabled and elderly persons. Make plans for childcare in case parents can't get home.

### **Home Hazard Hunt.**

During a disaster, ordinary objects in your home can cause injury or damage. Anything that can move, fall, break or cause a fire is a home hazard. For example, a hot water heater or a bookshelf can fall. Inspect your home at least once a year and fix potential hazards. Contact your local Fire Rescue Department to learn about home fire hazards.

### **Evacuation.**

- Evacuate immediately if told to do so.
- Listen to your battery-powered radio and follow the instructions of local emergency officials.
- Wear protective clothing and sturdy shoes.
- Take your Disaster Supplies Kit.
- Lock your home.
- Use travel routes specified by local authorities; don't use shortcuts because certain areas may be impassable or dangerous.

### **If You're Sure You Have Time.**

- Shut off water, gas, and electricity before leaving, if instructed to do so.
- Post a note telling others when you left and where you are going.
- Make arrangements for your pets.

### **Emergency Supplies.**

Keep enough supplies in your home to meet your needs for at least three days. Assemble a Disaster Supplies Kit with items you may need in an evacuation. Store these supplies in sturdy, easy-to-carry containers such as backpacks, duffle bags, or covered trash containers. Include:

- A three-day supply of water (one gallon per person per day) and food that won't spoil.
- One change of clothing and footwear per person, and one blanket or sleeping bag per person.
- A first-aid kit that includes your family's prescription medications.
- Emergency tools including a battery-powered radio, flashlight, and plenty of extra batteries.
- An extra set of car keys and a credit card, cash, or traveler's checks.
- Sanitation supplies.
- Special items for infant, elderly, or disabled family members.
- An extra pair of glasses.
- Keep important family documents in a waterproof container. Keep a smaller kit in the trunk of your car.

### **Utilities.**

- Locate the main electric fuse box, water service main and natural gas main. Learn how and when to turn these utilities off. Teach all responsible family members. Keep necessary tools near gas and water shut-off valves.
- Remember, turn off the utilities only if you suspect the lines are damaged or if you are instructed to do so. If you turn the gas off, you will need a professional to turn it back on.

**If Disaster Strikes.**

- Remain calm and patient. Put your plan into action.
- Check for injuries.
- Give first aid and get help for seriously injured people.
- Listen to your battery-powered radio for news and instructions.
- Evacuate, if advised to do so. Wear protective clothing and sturdy shoes.

**Check for damage in your home.**

- Use flashlights -- do not light matches or turn on electrical switches, if you suspect damage.
- Sniff for gas leaks, starting at the water heater. If you smell gas or suspect a leak, turn off the main gas valve, open windows, and get everyone outside quickly.
- Shut off any other damaged utilities. (You will need a professional to turn gas back on.)
- Clean up spilled medicines, bleaches, gasoline, and other flammable liquids immediately.

**Remember To.**

- Confine or secure your pets.
- Call your family contact -- do not use the telephone again unless it is a life-threatening emergency.
- Check on your neighbors, especially elderly or disabled persons.
- Make sure you have an adequate water supply in case service is cut off.
- Stay away from downed power lines.

**Pets and Disasters: Get Prepared.**

The best way to protect your family from the effects of a disaster is to have a disaster plan. If you are a pet owner, that plan must include your pets. Being prepared can save their lives.

Different disasters require different responses. But whether the disaster is a hurricane or a hazardous spill, you may have to evacuate your home. In the event of a disaster and if you must evacuate, the most important thing you can do to protect your pets is to evacuate them, too. Leaving pets behind, even if you try to create a safe place for them, is likely to result in their being injured, lost, or worse. So prepare now for the day when you and your pets may have to leave your home.

**1. Have a Safe Place to Take Your Pets.**

Red Cross disaster shelters cannot accept pets because of states' health and safety regulations and other considerations. Service animals who assist people with disabilities are the only animals allowed in American Red Cross shelters. It may be difficult, if not impossible, to find shelter for your animals in the midst of a disaster, so plan ahead. Do not wait until disaster strikes to do your research.

- Contact hotels and motels outside your immediate area to check policies on accepting pets and restrictions on number, size, and species. Ask if "no pet" policies could be waived in an emergency. Keep a list of "pet friendly" places, including phone numbers, with other disaster information and supplies. If you have notice

- of an impending disaster, call ahead for reservations.
  - Ask friends, relatives, or others outside the affected area whether they could shelter your animals. If you have more than one pet, they may be more comfortable if kept together, but be prepared to house them separately.
  - Prepare a list of boarding facilities and veterinarians who could shelter animals in an emergency; include 24-hour phone numbers.
  - Ask local animal shelters if they provide emergency shelter or foster care for pets in a disaster. Animal shelters may be overburdened caring for the animals they already have as well as those displaced by a disaster, so this should be your last resort.
2. Assemble a Portable Pet Disaster Supplies Kit.

Whether you are away from home for a day or a week, you'll need essential supplies. Keep items in an accessible place and store them in sturdy containers that can be carried easily (duffle bags, covered trash containers, etc.). Your pet disaster supplies kit should include:

- Medications and medical records (stored in a waterproof container) and a first aid kit.
- Sturdy leashes, harnesses, and/or carriers to transport pets safely and ensure that your animals can't escape.
- Current photos of your pets in case they get lost.
- Food, potable water, bowls, cat litter/pan and can opener.
- Information on feeding schedules, medical conditions, behavior problems and the name and number of your veterinarian in case you have to foster or board your pets.
- Pet beds and toys, if easily transportable.

3. Know What to Do as a Disaster Approaches

Often, warnings are issued hours, even days, in advance. At the first hint of disaster, act to protect your pet.

- Call ahead to confirm emergency shelter arrangements for you and your pets.
- Check to be sure your pet disaster supplies are ready to take at a moment's notice.
- Bring all pets into the house so that you won't have to search for them if you have to leave in a hurry.
- Make sure all dogs and cats are wearing collars and securely fastened, up-to-date, identification. Attach the phone number and address of your temporary shelter, if you know it, or of a friend or relative outside the disaster area. You can buy temporary tags or put adhesive tape on the back of your pet's ID tag, adding information with an indelible pen.

You may not be home when the evacuation order comes. Find out if a trusted neighbor would be willing to take your pets and meet you at a pre-arranged location. This person should be comfortable with your pets, know where your animals are likely to be, know where your pet disaster supplies kit is kept, and have a key to your home. If you use a pet sitting service, they may be available to help, but discuss the possibility well in advance.

Planning and preparation will enable you to evacuate with your pets quickly and safely. But keep in mind that animals react differently under stress. Outside your home and in the car, keep dogs securely leashed. Transport cats in carriers. Don't leave animals unattended anywhere they can run off. The most trustworthy pets may panic, hide, try to escape or even bite or scratch. And, when you return home, give your pets time to settle back into their routines. Consult your veterinarian if any behavior problems persist.

Caring for Birds in an Emergency.

Birds should be transported in a secure travel cage or carrier. In cold weather, wrap a blanket over the carrier and warm up the car before placing birds inside. During warm weather, carry a plant mister to mist the birds' feathers

periodically. Do not put water inside the carrier during transport. Provide a few slices of fresh fruits and vegetables with high water content. Have a photo for identification and leg bands. If the carrier does not have a perch, line it with paper towels and change them frequently. Try to keep the carrier in a quiet area. Do not let the birds out of the cage or carrier.

About Other Pets.

Reptiles: Snakes can be transported in a pillowcase but they must be transferred to more secure housing when they reach the evacuation site. If your snakes require frequent feedings, carry food with you. Take a water bowl large enough for soaking as well as a heating pad. When transporting house lizards, follow the same directions as for birds.

Pocket Pets: Small mammals (hamsters, gerbils, etc.) should be transported in secure carriers suitable for maintaining the animals while sheltered. Take bedding materials, food bowls, and water bottles.

A Final Word.

If you must evacuate, do not leave your animals behind. Evacuate them to a prearranged safe location if they cannot stay with you during the evacuation period. (Remember, pets are not allowed in American Red Cross shelters.) If there is a possibility that disaster may strike while you are out of the house, there are precautions you can take to increase your pets' chances of survival, but they are not a substitute for evacuating with your pets. For more information, contact The Humane Society of the United States, Disaster Services, 2100 L Street NW, Washington, DC 20037.

In the Statement of Understanding, The American Red Cross recognizes The Humane Society of the United States as the nation's largest animal protection organization responsible for the safety and well-being of animals, including disaster relief. The American Red Cross is committed to transforming the caring and concern of the American people into immediate action.

### **III. YOUR FAMILY DISASTER SUPPLIES KIT.**

Disasters happen anytime and anywhere. And when disaster strikes, you may not have much time to respond. A highway spill or hazardous material could mean evacuation. A winter storm could confine your family at home. An earthquake, flood, tornado, or any other disaster could cut water, electricity, and telephones -- for days.

After a disaster, local officials and relief workers will be on the scene, but they cannot reach everyone immediately. You could get help in hours, or it may take days. Would your family be prepared to cope with the emergency until help arrives?

Your family will cope best by preparing for disaster before it strikes. One way to prepare is by assembling a Disaster Supplies Kit. Once disaster hits, you won't have time to shop or search for supplies. But if you've gathered supplies in advance, your family can endure an evacuation or home confinement.

#### **To Prepare Your Kit.**

- Review the checklist in this brochure.
- Gather the supplies that are listed. You may need them if your family is confined at home.
- Place the supplies you'd most likely need for an evacuation in an easy-to-carry container.
- There are six basics you should stock for your home: water, food, first aid supplies, clothing and bedding, tools and emergency supplies, and special items. Keep the items that you would most likely need during an evacuation in an easy-to carry container.

- Possible containers include: Large, covered trash container; Camping backpack; or Duffle bag.

**Water.**

- Store water in plastic containers, such as soft drink bottles. Avoid using containers that will decompose or break, such as milk cartons or glass bottles. A normally active person needs to drink at least two quarts of water each day. Hot environments and intense physical activity can double that amount. Children, nursing mothers, and ill people will need more.
- Store one gallon of water per person.
- Keep at least a three-day supply of water per day (two quarts for drinking, two quarts of water for each person in your household for food preparation/sanitation.)

**Food.**

- Store at least a three-day supply of non-perishable food.
- Select foods that require no refrigeration, preparation, or cooking and little or no water.
- If you must heat food, pack a can of sterno.
- Select food items that are compact and lightweight.
- Include a selection of the following foods in your Disaster Supplies Kit: Ready-to-eat canned meats, fruits, and vegetables.

**First-Aid Kit.** Assemble a first-aid kit for your home and one for each car. A first-aid kit should include:

- Sterile adhesive bandages in assorted sizes
- Assorted sizes of safety pins
- Cleansing agent/soap
- Latex gloves (2 pair)
- Sunscreen
- 2-inch sterile gauze pads (4-6)
- 4-inch sterile gauze pads (4-6)
- Triangular bandages (3)
- Non-prescription drugs
- 2-inch sterile roller bandages (3 rolls)
- 3-inch sterile roller bandages (3 rolls)
- Scissors
- Tweezers
- Needle
- Moistened towelettes
- Antiseptic
- Thermometer
- Tongue blades (2)
- Tube of petroleum jelly or other lubricant

**Non-Prescription Drugs.**

- Aspirin or nonaspirin pain reliever
- Anti-diarrhea medication
- Antacid (for stomach upset)
- Syrup of Ipecac (use to induce vomiting if advised by the Poison Control Center)
- Laxative
- Activated charcoal (use if advised by the Poison Control Center)

**Tools and Supplies.**

- Mess kits, or paper cups, plates and plastic utensils
- Emergency preparedness manual
- Battery operated radio and extra batteries
- Flashlight and extra batteries
- Cash or traveler's checks, change
- Non-electric can opener, utility knife
- Fire extinguisher: small canister A-B-C type
- Tube tent
- Pliers
- Tape
- Compass
- Matches in a waterproof container
- Aluminum foil
- Plastic storage containers
- Signal flare
- Paper, pencil
- Needles, thread
- Medicine dropper
- Shut-off wrench, to turn off household gas and water
- Whistle
- Plastic sheeting
- Map of the area (for locating shelters)

**Sanitation.**

- Toilet paper, towelettes
- Soap, liquid detergent
- Feminine supplies
- Personal hygiene items
- Plastic garbage bags, ties (for personal sanitation uses)
- Plastic bucket with tight lid
- Disinfectant
- Household chlorine bleach

**Clothing and Bedding.**

- At least one complete change of clothing and footwear per person
- Sturdy shoes or work boots
- Rain gear
- Blankets or sleeping bags
- Bath towels
- Hat and gloves
- Thermal underwear
- Sunglasses

**Special Items.**

Remember family members with special needs, such as infants and elderly or disabled persons.

For Baby.

- Formula
- Diapers
- Bottles
- Powdered milk
- Medications

For Adults.

- Heart and high blood pressure medication
- Insulin
- Prescription drugs
- Denture needs
- Contact lenses and supplies
- Extra eye glasses

Entertainment.

- Games and books

**Important Family Documents.** Keep these records in a waterproof, portable container:

- Will, insurance policies, contracts deeds, stocks and bonds
- Passports, social security cards, immunization records
- Bank account numbers
- Credit card account numbers and companies
- Inventory of valuable household goods, important telephone numbers
- Family records (birth, marriage, death certificates)

**Storing Your Disaster Kit.**

- Store your kit in a convenient place known to all family members. Keep a smaller version of the Disaster Supplies Kit in the trunk of your car.
- Keep items in air tight plastic bags. Change your stored water supply every six months so it stays fresh. Replace your stored food every six months. Re-think your kit and family needs at least once a year. Replace batteries, update clothes, etc.
- Ask your physician or pharmacist about storing prescription medications.

From "Family Disaster Plan" developed by the Federal Emergency Management Agency (FEMA) and the American Red Cross.

**ATTACHMENT 3: GLOSSARY.****- A -**

**AEOC.** Alternate Emergency Operations Center.

**ARF.** Alternate Relocation Facility.

**ARP.** Alternate Relocation Point.

**Assembly Site.** A pre-identified temporary field site.

**- B -**

**Business Continuity Program.** An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity of services through personnel training, plan testing, and maintenance.

**- C -**

**Call Tree.** A matrix of people and their telephone numbers, with instructions on who should call whom, and in what order.

**Comprehensive Emergency Management (CEM).** An integrated approach to the management of emergency programs and activities for all four emergency phases (mitigation, preparedness, response, and recovery), for all types of emergencies and disasters (natural, manmade, and attack), and for all levels of government (local, state, and federal) and the private sector. A CEM program supports the mission, vision, and strategic goals of the organization to ensure the safety of patients, staff, and resources, and provides for COOP in the event of a disaster or emergency that affects the organization. The overall goal of CEM is the prevention or minimization of the loss of life and injuries, and the provision for the continuity of the organization's critical operations.

**Contingency.** A future event that is likely but not certain to happen. The consequences of the occurrence are such that one must prepare for the event.

**Contingency Plan.** Describes how an agency intends to respond to events, which disrupts normal operations. It provides instructions on how to perform recovery tasks to continue essential functions.

**Continuity of Operations (COOP).** An internal effort within an organization to assure that the capability exists to continue essential business functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack/terrorist-related emergencies. In addition to the CEM phase of mitigation, preparedness, response and recovery, COOP planning includes resumption and restoration phases. The goal of COOP is that an effective CEM process would guarantee that critical business functions would continue without interruption. COOP adds a resumption phase that identifies efforts that are directed to restoring the organization's critical operations if a disaster or emergency disrupts essential functions.

**Continuity of Operations Plan.** Describe activities that will enable an agency to continue to perform essential functions after a disruption has occurred.

**COOP.** Continuity of Operations Plan.

**COOP Teams.**

**COOP Advance Team (COOP-A).** Personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.

**COOP Sustainment Team (COOP-S).** Personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.

**Non COOP personnel (N-COOP).** Personnel who are not designated to a COOP Team may be directed to move to some other County facility or duty station, or may be advised to remain or return home pending further instruction.

**- D -**

**Damage Assessment.** An appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources.

**DEM.** Division of Emergency Management.

**Direction, Control and Coordination.** Development of the capability for the chief executive and key staff to direct, control and coordinate response and recovery operations.

**Disaster.** Accidental or uncontrollable events, actual or threatened, that are concentrated in time and space, in which a society undergoes severe danger and incurs such losses to its members and physical appurtenances that the social structure is disrupted and the fulfillment of all or some of the essential functions of the society is prevented.

**- E -**

**Education, Training and Exercises.** Assessment, development, and implementation of a training or educational program and evaluation of emergency response plans and capabilities through a program of regularly scheduled tests and exercises.

**EMAC.** Emergency Management Assistance Compact.

**Emergency.** An unexpected, serious occurrence or situation urgently requiring prompt action.

**Emergency Management.** The discipline and the profession of applying science, technology, planning, and management to deal with extreme events that can injure or kill large numbers of people, do extensive damage to property and disrupt community life.

**Emergency Management Program.** A program that implements the mission, vision, and strategic goals and objectives as well as the management framework of the program and organization.

**Emergency Management Team.** Individuals that are authorized to declare a disaster and activate the Continuity of Operations Plan (COOP). The purpose of this team is to provide immediate and ongoing coordination of the contingency and recovery processes during an interruption in service.

**EOC.** Emergency Operations Center.

**EOC-AT.** EOC Advance Team.

**Essential Functions.** Functions that must occur to enable a department or agency to perform services.

- F -

**Finance and Administration.** Development of fiscal and administration procedures to support emergency measures before, during, and after disaster events and to preserve vital records.

- G -

- H -

**Hazard.** Natural, technological, or civil threats to people, property, and the environment.

**Hazard Identification and Risk Assessment.** The process of identifying situations or conditions that have the potential of causing injury to people, damage to property, or damage to the environment, and the assessment of the likelihood, vulnerability and magnitude of incidents that could result from exposure to hazards.

**Hazard Management.** Systematic management approach to eliminate hazards that constitute a significant threat to the entity or to reduce the effects of hazards that cannot be eliminated through a program of hazard mitigation.

**Impact Analysis (Business Impact Analysis, BIA).** A management level analysis that identifies the impacts of losing the entity's resources. The analysis measures the effect of resource loss and escalating losses over time in order to provide the entity with reliable data upon which to base decisions on hazard mitigation and continuity planning.

- I -

**Incident Command System (ICS).** A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management. It's sometimes referred to as the Incident Management System.

**Information Technology (IT).** Applied computer systems - both hardware and software, and often including networking and telecommunications, usually in the context of a business or other enterprise. VA IT includes all IT staff and operations both within OI&T and elsewhere in VA.

**Integrated Emergency Management System (IEMS).** The management process for CEM. The Integrated Emergency Management System requires hazards and response assessments to identify capability shortfalls. These shortfalls are addressed in multi-year development plans that also describe recovery and mitigation efforts aimed at reducing future vulnerabilities.

- J -

- K -

- L -

**Laws and Authorities.** Federal, state, and local statutes and any implementing regulations that establish the legal authority for the development and maintenance of the emergency management program and organization, and define the emergency powers, authorities and responsibilities of the chief executive official and the emergency program manager.

**Logistics and Facilities.** Identification, location, acquisition, distribution, and accounting for services, resources, materials and facilities to support emergency management.

- M -

**Major Information System.** An information system that requires special management attention because of its importance to an agency mission; its high development, operating, or maintenance costs; or its significant role in the administration of agency programs, finances, property, or other resources.

**Mitigation.** Activities taken to eliminate or reduce the degree of risk to life and property from hazards, either prior to or following a disaster or emergency.

- N -

- O -

**Operations and Procedures.** Development, coordination, and implementation of operational policies, plans, and procedures.

- P -

**Planning.** The collection, analysis, and use of information, and also the development, promulgation, and maintenance of the organizational comprehensive emergency management plan, action plans and mitigation plans.

**Preparedness.** Activities, programs, and systems developed prior to a disaster or emergency that are used to support and enhance mitigation of, response to, and recovery from disasters or emergencies.

**Public Information.** Procedures to disseminate and respond to requests for pre-disaster, disaster, and post-disaster information involving employees, the public and the media. Also, an effective public education program regarding hazards affecting the jurisdiction.

- Q -

- R -

**Records Management.** The planning, controlling, directing, organizing, training, promoting, and other managerial activities involved with respect to records creation, records maintenance and use, and records disposition in order to achieve adequate and proper documentation of the policies and transactions of the Federal Government and effective and economical management of agency operations. (44 U.S.C. 2901(2))

**Recovery.** Activities and programs designed to return the entity to an acceptable condition.

**Resource Management.** Systematic development of methodologies to assure the prompt and effective identification, distribution, accounting, and use of personnel and major items of equipment for essential emergency functions.

**Recovery Business Functions.** Describe activities that will enable an agency to return to normal essential functions after a disruption to normal operations has occurred. These events take place after the continuation efforts are put into place.

**Recovery Site.** A location, or facility where essential functions are resumed or continued during an outage.

**Recovery Team.** Group of employees that perform specific essential functions to enable an agency to resume its business.

**Response.** Activities designed to address the immediate and short-term effects of the disaster or emergency.

**Risk.** The probability that a hazard will occur.

- S -

- T -

**Task.** An action that is performed to complete a essential function.

- U -

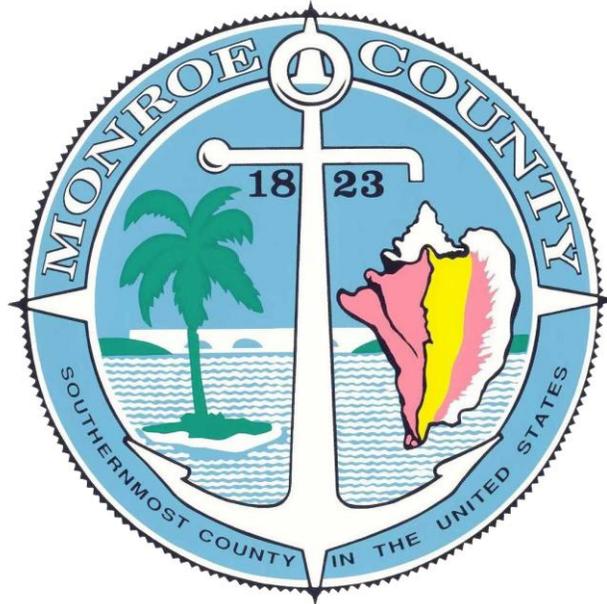
- V -

**Vulnerability.** The susceptibility to injury and damage from hazards.

- W - X - Y - Z -

# **Continuity of Operations Plan (COOP)**

**for**



## **Sheriff & 9-1-1** **Monroe County, Florida**



**Continuity of Operations Plan  
(COOP)**

*for*

**Sheriff & 9-1-1**

**Monroe County, Florida**



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**PREFACE**

COOP planning is simply a “good business practice” – part of the fundamental mission of all County departments as responsible and reliable public institutions. COOP is an effort within individual departments to ensure the continued performance of minimum essential functions during a wide range of potential emergencies or a situation that might disrupt normal operations. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records / databases. COOP addresses the recovery of critical core government operations in the event of a disruption of services. This can mean on a short-term basis having a backup capability (files, paper forms, equipment) or can be long-term due to a complete denial of service which could involve relocation to an alternative facility.

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Continuity Of Operations Plan (COOP)

**BASIC PLAN**

**SECTION I: INTRODUCTION.**

**A. PURPOSE.**

1. This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure that Monroe County Sheriff's Office and 9-1-1 can perform its mission essential functions to the extent possible in the event that Monroe County is threatened
2. To establish policy and guidance to:
  - Ensure that Monroe County Sheriff's Office and 9-1-1 is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
  - Assure that Monroe County Sheriff's Office and 9-1-1 is prepared to provide its critical services in an environment that is threatened, diminished, or incapacitated.
  - Ensure the safety and welfare of all Sheriff's Office and 9-1-1 staff both during and after an emergency situation.
  - Provide a means of information coordination to ensure uninterrupted communications to and from elected officials, department management, critical customers, employees and citizens.
  - Provide timely direction, control and coordination of Sheriff's Office and 9-1-1 critical functions before, during and after an event.
  - Provide a mechanism for the prompt notification of all Sheriff's Office and 9-1-1 personnel during an emergency situation.
  - Establish and enact Sheriff's Office and 9-1-1 time-phased implementation procedures.
  - Facilitate the return of Sheriff's Office and 9-1-1 critical functions to normal operating conditions as soon as practical based on circumstances and the threat environment.
  - Reconstitute, as rapidly as possible, Sheriff's Office and 9-1-1 IT systems that are adversely affected due to an emergency or disaster.
  - Ensure that this Sheriff's Office and 9-1-1 COOP is compatible with the County's CEMP.
  - Support regular training and exercises designed to enable all personnel to perform assigned Sheriff's Office and 9-1-1 duties.
  - Develop mitigation strategies that will ensure the survival of the Sheriff's Office and 9-1-1's critical IT infrastructure.

**B. APPLICABILITY AND SCOPE.**

1. This Plan applies to all Sheriff's Office and 9-1-1 staff.
2. The Plan addresses all-hazards emergency preparedness functions and activities to ensure business continuity.
3. Overall emergency preparedness and COOP planning require consideration of a wide range of possible contingencies that could disrupt the performance of minimal essential functions. These possibilities include, but are not limited to:
  - A national emergency.
  - Natural and technological disasters such as radiological accidents or emergencies, hazardous materials accidents, and environmental disasters.
  - Civil disorders, terrorism, or other violent acts.
4. This Plan will be activated in the event that the Sheriff's Office and 9-1-1's offices/facilities or a portion of it is involved in an emergency or is declared unusable for normal operation.

**C. SUPERSESSION.**

1. No other COOP plans or procedures exist. This plan serves as the first COOP for Monroe County Sheriff's Office and 9-1-1 and will be superseded when updated.

**D. AUTHORITIES.**

1. County.
  - Monroe Ordinance 028-1987.
  - Monroe CEMP.
  - Monroe County Departmental Plans and SOPs.
  - Monroe County Hazard Vulnerability Analysis.
  - Monroe County Local Mitigation Strategy Plan.
  - Monroe County Sheriff's Office and 9-1-1 General Order 1500.
  - Monroe County Personnel Policy Rules and Procedures Manual.
  - Monroe County Homeland Security Escalation Plan.
2. State.
  - Florida Statutes Section 252.35 (2) (k), 252.35 (2) (n), and 252.365.
  - Executive Order 80-29.
  - Executive Order 87-57.
  - Executive Order 01-262.
  - Executive Order 01-300.
  - Chapter No 2001-361, FL Law (formerly Senate Bill 16-C).
  - Chapter No 2001-365 (formerly Senate Bill 24-C).
  - Chapter No 2001-366 (formerly Senate Bill 26-C).
  - Chapter No 2002-43 (Relating to Disaster Preparedness) amends Florida Statutes 252.365.

3. Mutual Aid Agreements, Memoranda of Understanding.
  - Mutual aid agreements are in place with all Florida County Sheriff's Office and 9-1-1s and all Police Departments in Monroe County.

**E. REFERENCES.**

1. State of Florida CEMP.
2. State of Florida COOP.
3. State of Florida Hazard Mitigation Plan.
4. Federal Response Plan for Public Law 93-288.

**F. POLICY.**

1. The Sheriff of Monroe County will maintain and identify the Sheriff's Office and 9-1-1 mission essential functions and the staff to support them.
2. The Sheriff's Office and 9-1-1 will prepare plans for partial or full relocation of Sheriff's Office and 9-1-1 critical functions.
3. This plan will be reviewed annually and updated as appropriate.
4. Periodic COOP tests, training, and exercises will be scheduled and conducted.

**SECTION II: CONCEPT OF OPERATIONS (CONOP).**

**A. GOAL AND OBJECTIVES.**

1. COOP constitutes the Sheriff's Office and 9-1-1's plan to ensure the continuation of mission-essential functions. The objectives of such a plan are to mitigate risks; reduce disruption of operations; protect essential equipment, records, and other assets; minimize damage and loss; provide organizational and operational stability; facilitate decision making during an emergency; and achieve an orderly recovery.
2. Goal.
  - To identify potential emergencies and to ensure that a viable capability exists to continue essential Sheriff's Office and 9-1-1 functions specifically when the primary facility(ies) is either threatened or inaccessible.
3. Objectives include:
  - Ensure the safety of personnel.
  - Ensure the continued survival of leadership.
  - Provide for an orderly response and recovery from any incident.
  - Provide for the ability to continue essential operations.
  - Ensure the continuous performance of the Sheriff's Office and 9-1-1 essential functions during an emergency.
  - Protect essential facilities, equipment, records and other assets.
  - Reduce or mitigate disruptions to Sheriff's Office and 9-1-1 operations.
  - Provide for a time-phased implementation of partial or full execution of the Sheriff's Office and 9-1-1 COOP to mitigate the effects of the emergency and shorten the crisis response time.

- Identify and designate key staff and support staff to be relocated.
- Facilitate COOP decision-making and the subsequent conduct of operations.
- Achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

## B. PLANNING CONSIDERATIONS.

### 1. A viable COOP capacity must:

- Be maintained at a high level of readiness.
- Be capable of implementation both with and without warning.
- Be operational no later than 12 hours after activation.
- Maintain sustained operations for up to 30 days.
- Take maximum advantage of existing County and Sheriff's Office and 9-1-1 infrastructures.

### 2. Assumptions.

- A major emergency or disaster could happen at any time.
- Adverse conditions could cause a much larger than expected demand for certain Sheriff's Office and 9-1-1 services, internal and external to the Office.
- The COOP plan may be activated at any time with little advance notice or warning.
- An emergency condition may require immediate activation of the COOP and the relocation of select personnel to a designated Alternate Relocation Point (ARP).
- Mobile communications capabilities will be used in the interim to ensure direction and control of the COOP activation and relocation until interoperable communications can be re-established at an ARP.
- The primary COOP site will be fully staffed and operational within 12 hours and the secondary site within 72 hours.
- The COOP sites may need to remain operational for up to 30 days.
- A majority of information systems supporting daily Office functions will not be available within the first 72 hours of activation.
- Emergency Management Assistance Compact (EMAC), and state and federal resources may not be available within the first 72 hours of activation.
- Following the declaration of an emergency or crisis requiring relocation, non-essential Office activities may be discontinued.
- Sheriff's Office and 9-1-1 and associated operational organizations have the resources, or access to resources, to adequately handle a major emergency.

## C. COOP EXECUTION.

### 1. Emergencies may affect the ability of Monroe Sheriff's Office and 9-1-1 to perform its critical functions from its primary facility(ies). (See Alternate sites below.) Pre-designated fixed sites or leased facilities that can serve as Alternate Relocation Points (ARP) have been identified. The need to relocate to an ARP will be determined by the event and situation.

#### a. Alternate sites for the Sheriff's Office are:

- For the Headquarters, it is the Jail.
- For the Jail, it will be a location on the mainland to be determined at the time.
- For the Cudjoe (Big Pine) Substation, it is Headquarters
- For the Marathon Substation, it is the Sheriff's Hangar at the airport or the EOC.
- For the Islandorada Substation, it is the Plantation Key (Key Largo) Substation.

- For the Ocean Reef Substation, it is the Key Largo Substation.
  - b. Alternate sites for 911 are:
    - Emergency Operations Center.
    - Sheriff's Mobile Command Post.
  - c. The following events could mandate the activation of the Sheriff's Office and 9-1-1 COOP.
    - One or more facility is closed to normal business as a result of an event or credible threats of action that would preclude access or use of the facility(ies) and surrounding area.
    - Stock Island (or any portion of Monroe County), Florida, area is closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attack(s).
  - d. Such incidents could occur with or without warning, and during duty or non-duty hours. The Sheriff's Office and 9-1-1 COOP will be implemented in response the full range of emergencies and disasters that could affect Monroe County.
  - e. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate the Stock Island (or any portion of Monroe County), Florida area as a precaution, the Sheriff's Office and 9-1-1 director (or designee) will activate the Sheriff's Office and 9-1-1 COOP. The alternate ARP located at the Jail facility will be activated. The Sheriff's Office and 9-1-1 will continue its critical functions from this location.
  - f. COOP activation "With Warning" will allow for a more complete and orderly alert, notification, activation of plans, deployment of personnel, and activation of ARPs.
  - g. Without warning, the COOP process is less routine and more difficult. The ability to execute the Office's COOP will depend on the severity of the impact on the Office's physical facilities, and whether Office personnel are immediately available in the Office's facility or general area.
  - h. Personnel accountability during a COOP is of utmost concern, especially if the emergency occurs without warning, during duty hours. Building Evacuation Plans and Office COOP procedures should provide for personnel accountability.
2. COOP Teams.
- a. COOP Advance Team (COOP-A).
    - The Sheriff's Office and 9-1-1 COOP-A Team are Sheriff's Office and 9-1-1 employees. The COOP Team may be supplemented by staff from other County departments and County voluntary agencies. Members of the COOP Team possess the knowledge, skills, and abilities to perform Sheriff's Office and 9-1-1 mission essential functions.
    - COOP-A Team members will conduct operations while in transit from mobile or will operate remotely from pre-designated assembly site(s).
    - The COOP-A Team will be responsible to continue mission essential functions of Sheriff's Office and 9-1-1 within 3 hours of activation and for a period up to seven days pending regaining access to the Sheriff's Office and 9-1-1 primary offices/facilities or the occupation of an ARP.

- The Sheriff will direct some or all of the COOP-A Team to relocate to the alternate facility as appropriate and will ensure that the mission essential functions of the closed primary facility are maintained and capable of being performed using the alternate facility and available resources for a period up to 30 days, until full operations are re-established at the primary/impacted facility or fully relocated to an alternate facility.
- Activation of other County personnel may be required to ensure the continuous performance of Sheriff's Office and 9-1-1 mission essential functions.

b. COOP Support Team(s) (COOP-S).

- Sheriff's Office and 9-1-1 staff members who do not have specific COOP-A assignments are known collectively as the COOP Support Team (COOP-S) and may be called upon to supplement the COOP-A and COOP operations. Representatives from other government or private organizations may also be called upon to support COOP operations.

**D. TIME-PHASED IMPLEMENTATION.**

1. A time-phased implementation maximizes the preservation of life and property by making the best use of available personnel, equipment, facilities, and other resources. A successful time-phased implementation depends upon the type and magnitude of the event or threat, the amount of warning received, whether personnel are on duty or off duty and available, and the extent of damage to Office facilities and personnel.
2. In general the sequence of events for a COOP activation will occur within three time-phases:

**Phase I – Activation (0 to 12 hours).**

During this phase, alert and notification of all employees (both COOP-A and COOP-S) and other organizations identified as “critical customers” (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

**Phase II – Alternate Operations (12 hours to Termination).**

During this phase, the transition to the alternate facility is complete and the performance of mission essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

**Phase III – Reconstitution and Termination.**

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

3. Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.

**E. COOP KEY STAFF.**

1. Sheriff's Office and 9-1-1 personnel who are activated and/or relocated under this plan to the ARP are known collectively as the Sheriff's Office and 9-1-1 COOP Team. They must be able to continue operations and the performance of mission critical functions for up to 30 days with resource support. (See Annex E: COOP

Teams.)

- a. Individual names and contact numbers of the entire COOP staff are maintained.
2. Sheriff's Office and 9-1-1 personnel will be assigned to one or more of the following categories:
    - a. COOP Advance Team (COOP-A): These are personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.
    - b. COOP Sustainment Team (COOP-S): These are personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.

**Note:** Since alternate facility space and support capabilities will be limited, the membership of the COOP team must be restricted to only those personnel who possess the skills and experience needed for the execution of mission essential functions.
    - c. Non COOP personnel (N-COOP): Sheriff's Office and 9-1-1 personnel who are not designated to a COOP Team may be directed to move to some other County or Sheriff's Office and 9-1-1 facility or duty station, or may be advised to remain or return home pending further instruction.
    - d. A COOP activation will not, in most circumstances, result in a change of duty location affecting the pay and benefits of either COOP Team members or other Sheriff's Office and 9-1-1 personnel. Overtime will follow the Monroe County Personnel Policies.

#### **F. SHERIFF'S OFFICE AND 9-1-1 KEY STAFF.**

1. The coordination of Sheriff's Office and 9-1-1 responsibilities will be conducted using appropriately modified COOP Team staffing schedules and rosters as determined by the Sheriff when the activation of the COOP is necessary. The dual responsibility of the Office (emergency and nonemergency) requires that Sheriff's Office and 9-1-1 personnel be prepared to act in both roles simultaneously. The nature of this dual tasking poses a complexity in planning for daily activities. To assure that Sheriff's Office and 9-1-1 assignments can continue under all conditions, it is necessary to identify essential functions that require continuous performance even during emergency activations. (See Annex E: COOP Teams)

#### **G. ALTERNATE FACILITIES**

1. Alternate Relocation Point (Facility).
  - a. The determination of an ARP for Sheriff's Office and 9-1-1 personnel will be made at the time of COOP activation by the Sheriff and will be based on the incident or threat thereof, risk assessments, and execution time frame. If only the Sheriff's Office and 9-1-1 offices are inaccessible and there is no threat to the local vicinity, the primary in-town ARP is at the Jail (Stock Island).
  - b. If Monroe County is threatened or the primary ARP is not available, the ARP will be selected from a database of available facilities that have been evaluated based on their capability and capacity. (See Annex I: Designated Alternate Facilities.)
  - c. Other potential alternate sites will be evaluated annually on existing capabilities and the capacity to

perform the mission essential functions. Assessment areas include: construction specifications, space, billeting, personal convenience and comfort considerations (including toilet and shower facilities), site transportation and parking, interoperable communications, physical security and access controls, life support (water, electrical power, heating/ventilation/air conditioning), and logistical support. The facility must be able to sustain operations for 30 days and accommodate 8 individuals. Additionally the site must be able to support operations for the COOP Advance Team (COOP-A) of approximately 3 personnel within three hours and additional 5 individuals within 12 hours. The facility must also afford sufficient security for operations and staff.

- d. Details of required resources, equipment, supplies are found in Annex D: COOP Equipment/Supply Matrix.

## 2. Assembly Site.

- a. The COOP Advance Team (COOP-A) may operate initially from an Assembly Site (a pre-identified temporary field site). The assembly site may be another County or City facility or commercial location. This site will be used to temporarily stage the COOP Advance Team (COOP-A) before deployment to the ARP.

- b. Likely Assembly Sites include:

(1) Assembly areas for the Sheriff's Office:

- Headquarters (Stock Island).
- Jail (Stock Island).
- Cudjoe (Big Pine) Substation.
- Marathon Substation.
- Islandorada Substation.
- Plantation Key (Key Largo) Substation.
- Ocean Reef Substation.
- Mobile Command Post.

(2) Assembly areas for 911:

- Communications Center.
- Mobile Command Post.

## H. MISSION ESSENTIAL FUNCTIONS.

1. It is important to establish priorities to an emergency to ensure that the relocated staff can complete Sheriff's Office and 9-1-1 mission essential functions. All Sheriff's Office and 9-1-1 Department and Division Heads shall ensure that their essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed essential must be deferred until additional staff and resources become available.
2. Annex C provides an overview of estimated resources required, including personnel and equipment, to ensure the continuation of mission essential functions during COOP activations.

## I. DELINEATION OF MISSION ESSENTIAL FUNCTIONS.

1. If the Sheriff's Office and 9-1-1 COOP cannot be implemented for any reason, the County's Sheriff's Office

and 9-1-1 function will revert to a State Commission who will then determine how the Sheriff's Office and 9-1-1 function for Monroe County will be preformed.

2. Annex C: Mission Essential Functions provides an overview of estimated resources required, including personnel and equipment, to ensure the continuation of mission essential functions during COOP activations.

**J. WARNING CONDITIONS.**

1. This Plan may be activated based on a set of predetermined conditions that may or may not include alerts or warnings prior to the events. In addition, events resulting in COOP activation may occur either during normal duty or non-duty hours. For this reason, this plan must take these factors and variables into account and ensure that prompt notification of personnel and deployment of the COOP plan can occur at anytime.
2. With Warning.

Events in this category may include human events such as threats of civil disturbances, bomb or terrorist attack threats, technological events such as a nearby accidental hazardous chemical or substance releases, and natural events such as a hurricane or other weather related warnings.

A few hours warning will enable the full execution of this Plan with a complete and orderly alert, notification, and activation of the COOP Teams and deployment to assembly site(s) or ARP(s) as appropriate.

- a) During Normal Duty Hours.

Warning prior to the event will allow Senior Leadership and Key Staff to evaluate the situation and determine the proper course of action, based on the information available at that time. If the determination is made to activate the COOP plan, then an orderly alerting and execution of the Sheriff's Office and 9-1-1 COOP plan can occur. This will allow for the effective relocation of staff and resources to the COOP sites and the safe evacuation and protection of all Sheriff's Office and 9-1-1 personnel.

- b) During Non-Duty Hours.

As with Warning During Normal Duty Hours, warnings received during non-duty hours will allow Senior Leadership and Key Staff to evaluate the situation with the majority of Sheriff's Office and 9-1-1 personnel not on-site. If the determination is made to activate the COOP plan during non-duty hours, notification to staff must be conducted in a method that ensures that all staff are properly notified.

3. Without Warning.

Events in this category may include human events such as a surprise attack on the Headquarters by terrorists, a vehicle accident releasing hazardous chemicals or a fire within the building, and natural events such as a tornado or flood.

The ability to execute this plan following an event without warning will depend upon the severity of the emergency and the number of Sheriff's Office and 9-1-1 personnel available.

- a) During Normal Duty Hours.

Because no warning was available prior to the event, the process of activating and execution of the

COOP plan may begin with the activation of the Headquarters Building Emergency Plan by evacuation of employees from the building.

Available members of the COOP Teams will be activated and deployed to the primary Sheriff's Office and 9-1-1 offices/facilities, or to an Assembly Area or an ARP as appropriate.

b) During Non-Duty Hours.

Because of no warning prior to the event and most personnel not being at the Headquarters, notification of the activation of the COOP plan may come from non-conventional sources such as a notification tree, media announcements, and other methods.

Although the Sheriff's Office and 9-1-1 facility may be rendered inoperable, it is likely that the majority of Sheriff's Office and 9-1-1 staff could be alerted by telephone and pagers and activated to report to an Assembly Area or an ARP.

## K. DIRECTION AND CONTROL.

### 1. Direction and Control.

- a. The Sheriff or designee is responsible for ordering activation of the Sheriff's Office and 9-1-1 COOP.
- b. Members of the COOP-A may be requested by the Sheriff to disseminate COOP guidance and direction during the activation and relocation phases.
- c. Pending the activation of the COOP Plan, the COOP-A Team Leader will monitor the situation and assist in the notification process, as necessary.
- d. Once the COOP Plan is activated, the County Emergency Operations Center should be notified and requested to provide any previously agreed upon assistance to Sheriff's Office and 9-1-1.

### 2. Authorized Successors.

- a. Authorized successors to the Sheriff are listed in Annex H: Orders of Succession.
- b. Lines of succession shall be maintained by all Sheriff's Office and 9-1-1 organizational elements reporting to the Sheriff to ensure continuity of mission essential functions.

### 3. Delegation of Authority.

- a. Each Sheriff's Office and 9-1-1 organizational element shall pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances.
- b. Delegation of Authority and Circumstances under which authorities would be exercised are described in Annex G: Delegation of Authority.

**L. OPERATIONAL HOURS.**

1. During COOP contingencies, the Sheriff will determine hours of work for the COOP Teams. It is expected that working hours of the activated COOP will be similar to normal emergency working hours at Sheriff's Office and 9-1-1.
2. Certain COOP Team members must be prepared to support a 24-hour per day, 7-day per week operation.

**M. ALERT AND NOTIFICATION.**

1. Alert Procedures
  - a. Information and guidance for Sheriff's Office and 9-1-1 employees will normally be passed telephonically using existing emergency notification cascades.
  - b. Depending on the situation, current information will also be available via:
    - Pagers.
    - Announcements released to local radio and TV stations.
    - Internet web site and/or electronic mail.
  - c. Employees should listen for specific instructions. All Sheriff's Office and 9-1-1 employees should remain at their office or home until specific guidance is received.
  - d. Some employees, previously identified, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and the designated ARP location.
  - e. The Sheriff or designated successor will direct the activation of the Sheriff's Office and 9-1-1 COOP.
2. Notification Procedures
  - a. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
3. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOP's Matrix: SOP # 2 Alert and Notification.

**SECTION III: RESPONSIBILITIES AND PROCEDURES.**

**A. PERSONNEL COORDINATION.**

1. Sheriff's Office and 9-1-1 personnel who are needed for the continuous execution of mission essential functions have been pre-identified and assigned COOP duties. (See Annex E: COOP Teams.)
2. Two 12-hour shifts may be employed.
3. Requests for augmentation of COOP staff are made via pagers, cell phones, radio, and telephone.
4. During COOP operations, personnel not activated will be provided information on their status via pagers, cell phones, and telephone.

5. Listed below are personnel resources and capabilities in place to ensure that emergency and non-emergency staffs are prepared when disasters strike, either with or without warning:
  - Communications Plan for emergency and non-emergency staff.
  - Health, safety, and emotional well-being of Sheriff's Office and 9-1-1 employees and their families.
  - Pay status and administrative leave issues.
  - Medical, special needs, and travel issues.

#### **B. VITAL RECORDS AND DATABASES.**

1. Vital records and databases identified as critical to supporting mission essential functions, both paper and electronic, have been identified and will be maintained, updated, and stored in secure off site locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how emergency operating records will be made available to qualified personnel and will ensure backup for legal and financial records. Identified below are different categories of vital records:
  - Vital records essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure off site location.
  - Vital records critical to carrying out an organization's essential legal and financial functions and activities.
2. Vital records and databases are listed in Annex K: Vital Records and Databases.
3. The Monroe County Technical Services Department provides information on vital records and provides identification, location, and backup capabilities of Sheriff's Office and 9-1-1 vital records necessary for performing mission essential functions.

#### **C. PRE-POSITIONED RESOURCES.**

1. Certain supplies, equipment, data, vital records and other critical resources are pre-positioned at the alternate facility. These are identified in Annex D: COOP Equipment/Supply Matrix.

#### **D. DRIVE-AWAY KITS.**

1. Official Items. The Sheriff's Office and 9-1-1 has a number of reference materials, databases, procedures, guides, and other items that are used repetitively and are essential for the efficient operation of the Office and would be required to resume normal operations. These items are assembled into a box so that they may be collected quickly during COOP activation and transferred to the ARP.
2. Personal Items. In addition to "official items" carried in the drive-away kits, each COOP team member should bring appropriate personal items and changes of clothing. Casual dress is appropriate. See Attachment 1: Personal Drive-A-Way Kit ("Bug Out Bag"), for a recommended list of personal "go kit" items.

#### **E. TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY SUPPORT.**

1. Internal communications that will be used within the Sheriff's Office and 9-1-1 to communicate with emergency and non-emergency staff during COOP emergencies:
  - 800 MHz radios, pagers, cell phones, satellite phones and telephone.

2. External communications that will be used by the Sheriff's Office and 9-1-1 to communicate with other emergency response agencies, the media and other agencies/organizations external to the Sheriff's Office and 9-1-1:
  - Computers, cellular phones, radios, satellite phones and telephone.
3. Also critical is the ability to conduct and maintain numerous types of communications from the alternate facility to ensure that there is redundancy in the event that one or more communications systems is not operational. The Sheriff's Office and 9-1-1 has identified the following communications systems as operational at the ARP:
  - 800 MHz radios, satellite phones and mobile command center.
4. Access to critical information systems that are used to accomplish mission essential functions during normal operations from the primary facility should also be assured at the alternate facility. In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For the Sheriff's Office and 9-1-1, the County Technical Services Department maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, County Technical Services Department ensures that connectivity exists at the ARP. The County Technical Services Department will also provide systems technical support during COOP activations.
5. The above referenced telecommunications and information systems capabilities at the ARP are sufficient for the performance of mission essential functions under the COOP Plan.

**F. TRANSPORTATION, LODGING AND FOOD.**

1. The Sheriff's Office and 9-1-1 has procedures that address food, lodging, and purchasing for emergencies.
2. The Sheriff's Office and 9-1-1 Command Staff or designee will disseminate information related to local travel and temporary duty station when the Sheriff's Office and 9-1-1 COOP is activated.
  - a. Transportation. To the extent possible, COOP personnel will use the office vehicles to commute to an assembly site or pre-identified ARP. If necessary a transportation plan will be developed for collecting and deploying COOP personnel.
  - b. Lodging. On-site billets may be available at no cost for relocated employees, and those who are unable to commute from home/motel or those who may be required to work extended hours are given priority.
  - c. Meals are coordinated/provided by Monroe County Emergency Management.
  - d. COOP personnel will be allowed per diem as appropriate to the situation.

**G. SECURITY AND ACCESS CONTROLS.**

1. The Sheriff's Office and 9-1-1 Command Staff will ensure that security policies and procedures address the following: all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls.
  - a. Access to COOP plans and procedures. Due to the sensitive information contained in the COOP Plan,

distribution of the Plan is limited as per the public disclosure exemption granted under Section 281.202, Florida Statutes. An accounting of those who have access to the plan is maintained.

- b. Physical security of primary and alternate sites is provided by the Monroe County Sheriff's Office and 9-1-1 (MSO).
  - c. Personnel access controls at primary facility are by the MSO. Personnel access controls at ARP is by the MSO.
  - d. Computer Information systems, cyber security provided and coordinated by Monroe County Technical Services.
  - e. Communications security provided and coordinated by the County Communications Department.
2. For incidents involving terrorist attacks or threats of terrorist attacks, Sheriff's Office and 9-1-1 has developed a security augmentation system based on the five-tiered Federal Department of Homeland Security Advisory System. See Monroe County Terrorism Plan.

#### **H. PERSONAL PREPAREDNESS.**

1. Periodic training will be provided to assure that all employees are prepared for COOP contingencies. Training will focus on: preparing employees for situations in which they will not be able to work from their primary facility; advising on how to be personally prepared by developing "personal go-kits"; developing personal and family disaster plans.
2. In addition to "official items" carried in the drive-a-way kits, each COOP team member should bring appropriate personal items and changes of clothing. Casual dress is appropriate. See Attachment 1: Personal Drive-A-Way Kit ("Bug Out Bag") for a recommended list of "go kit" items.
3. See Attachment 2: Guide for the Development of A Family Care Plan, for information on developing personal and family disaster plans.

#### **I. SITE-SUPPORT PROCEDURES.**

1. A COOP-A Team Leader is appointed by the Sheriff's Office and 9-1-1 Command Staff or designee to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation.
2. The COOP-A Team Leader will ensure that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. ARP Site-Support procedures include:
  - Facility access and control.
  - In-processing.
  - Office and billet (if required) assignments.
  - Physical security.
  - Administrative support and supplies.
  - Transportation (off site and on).
  - Medical services.
  - Communications support.
  - Information systems support.

3. The COOP-A Team Leader responsibilities also include ensuring that procedures are developed for transition back to normal operations once the emergency situation has passed.
4. Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix; SOP # 6 details site support responsibilities and procedures.

#### **SECTION IV: PHASE I – ACTIVATION.**

As previously stated, the degree to which this Plan is implemented depends on many variables: the type and magnitude of the emergency, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and personnel. The following procedures will be modified by circumstances and as needed in the execution of the COOP.

##### **A. ALERT AND NOTIFICATION PROCEDURES.**

1. Upon receipt of a potential COOP situation from the Sheriff or a designated successor, COOP alerts and notifications procedures are made as per Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix: SOP # 2.
2. COOP staff will receive instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility. COOP staff will be instructed to either:
  - Standby for further information and instructions, or
  - Report to the primary work facility, or
  - Report immediately to an assembly site, or
  - Report immediately to the designated ARP location.

##### **B. INITIAL ACTIONS.**

1. Based on an assessment of the situation and circumstances of the event, the Sheriff or a designated successor will evaluate the impact on facilities and personnel. COOP staff will be instructed to:
  - Continue mission essential functions at the primary facility utilizing portions of this COOP plan as needed to resume normal operations, or
  - Use a temporary assembly area or command post to continue mission essential functions until the primary facility is readied, or
  - Use a temporary assembly area or command post to continue mission essential functions as a transition to an ARP, or
  - Relocate mission essential functions to ARP.
2. Details of initial actions are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix: SOP # 1.

##### **C. ACTIVATION PROCEDURES: DUTY HOURS.**

1. Depending upon the situation, activation tasks and actions during duty hours may include:
  - Activation of workplace emergency and evacuation plans.
  - An assessment of impacts on the primary facility and personnel and ability to continue mission essential functions.
  - Activation of COOP by the Sheriff or a designated successor.

- If the primary facility is deemed unusable, the ARP manager is notified, and the process of relocating mission essential functions begins.
  - Available members of the COOP Teams are activated and deployed to an Assembly Area, or an ARP as appropriate.
  - Personnel who do not have COOP responsibilities sent home pending further guidance.
  - Security and other designated personnel of the impacted primary facility take appropriate measures to ensure security of the facilities and equipment or records remaining in the vacated building.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix: SOP # 2.

**D. ACTIVATION PROCEDURES: NON-DUTY HOURS.**

1. Depending upon the situation, activation tasks and actions during non-duty hours may include:
- Notification to the Sheriff or designee and Sheriff's Office and 9-1-1 staff that an emergency requiring COOP activation is anticipated or underway.
  - Notification of COOP Teams by the Sheriff or designee.
  - An assessment of impacts on the primary facility and personnel and ability to continue mission essential functions.
  - Activation of COOP by the Sheriff or a designated successor.
  - Sheriff's Office and 9-1-1 employees with COOP responsibilities remain on duty pending further guidance.
  - If the primary facility is deemed unusable, the ARP manager is notified, and the process of relocating mission essential functions begins.
  - Available members of the COOP Teams are activated and deployed to an Assembly Area, or an ARP as appropriate.
  - Personnel who do not have COOP responsibilities are notified and directed to remain at home pending further guidance.
  - Security and other designated personnel of the impacted primary facility take appropriate measures to ensure security of the facilities and equipment or records remaining in the vacated building.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix: SOP # 2.

**E. DEPLOYMENT AND DEPARTURE PROCEDURES – TIME-PHASED OPERATIONS.**

1. The Sheriff will determine full or partial deployment to the designated alternate facility of any mission essential functions that are critical to operations at the time the Sheriff's Office and 9-1-1 COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered. If the primary facility is deemed unusable:
- a. COOP-A Team immediately begins deployment to an assembly area or ARP, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. This team will most likely use agency vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation. Any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions.
  - b. COOP-S Team personnel present at the impacted facility at the time of an emergency notification will

be directed to either support COOP actions or to proceed to their homes to await further instructions. If supporting COOP actions, this team will most likely use agency vehicles for transportation to the designated facility. Likely support tasks include transporting office equipment and Drive-Away Kits, along with their personal preparedness bags. Any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, CST personnel will remain at their homes pending further guidance.

- c. COOP-N personnel present at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, non-essential personnel will remain at their homes pending further guidance.

#### **F. TRANSITION TO ALTERNATE OPERATIONS.**

1. Following the activation of the COOP Plan and establishment of communications links with the Sheriff and the COOP-A at an assembly site or the designated alternate facility, the Sheriff orders the cessation of operations at the primary facility.
2. The Sheriff or designee notifies other County departments, County Administrator and elected officials that an emergency relocation of the Sheriff's Office and 9-1-1 facility is complete and provides information on the alternate facility location, including contact numbers.
3. As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by the Sheriff's Office and 9-1-1 Public Information Officer or other designated person(s) that the Sheriff's Office and 9-1-1 primary facility has been temporarily relocated.
4. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix: SOP numbers 3, 4, 5, and 6.

#### **G. SITE SUPPORT RESPONSIBILITIES.**

1. Following notification that a relocation of the Sheriff's Office and 9-1-1 facility has been ordered or is in progress, the designated ARP Manager will implement the COOP Site support procedures and prepare to receive the COOP-A Team within 12 hours.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix: SOP # 6.

### **SECTION V: PHASE II ALTERNATE OPERATIONS.**

#### **A. EXECUTION OF MISSION ESSENTIAL FUNCTIONS.**

1. Upon activation, the COOP-A TEAM will begin providing support for the following functions:
  - Monitor and assess the situation.
  - Plan and schedule relocation site operations as appropriate.
  - Monitor the status of personnel and resources.
  - Continue Sheriff's Office and 9-1-1 essential functions.
  - Report the status of operations to other Sheriff's Office and 9-1-1 components.
  - Ensure that mission essential functions (see Annex C) are reestablished as soon as possible at primary

site or ARP.

- Establish and maintain contact with the Emergency Operations Center.
- Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

## **B. ESTABLISHMENT OF COMMUNICATIONS.**

1. COOP Advance Team will have the ability to retain communications while in-transit through 800 MHZ radios, cell phones, and pagers.
  - a. Ready access to local telephone systems will be the key to successful communications.
  - b. Other additional communications resources, such as high frequency radios, cellular phones, or e-mail nets, or amateur radios owned and operated by staff can also be used in an emergency
2. The County Communications Department will service and correct any faulty or inadequate communications systems.
3. County Technical Services personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

## **C. RELOCATION STAFF RESPONSIBILITIES.**

1. In addition to the functions identified in paragraph V-A above, the COOP-A Team members will begin providing support for the following functions as soon as possible while in transit or upon arrival at the designated alternate facility or pre-identified assembly site:
  - The COOP -A Team Leader or ARP Manager will disseminate administrative and logistics information to the COOP teams upon arrival. This information should generally cover the operational procedures for the next 30 days.
  - COOP teams will receive continual briefings and updates from the ARP Manager or Sheriff.
  - The COOP teams will perform the mission essential functions of Sheriff's Office and 9-1-1.

## **D. AUGMENTATION OF STAFF.**

1. COOP-S Team members will be prepared to provide backup support to the COOP-A Team and should be trained to conduct one or more of the COOP functions that will be performed from the alternate facility during COOP activations.
2. If it becomes evident that the COOP-A Team cannot adequately ensure the continuation of mission essential functions, the Sheriff or COOPA Team Leader or the ARP Manager will determine the additional positions necessary to maintain these functions.
3. The Sheriff or COOP-A Team Leader or the ARP Manager will:
  - Identify individuals from the COOP-S Team who may be able to provide support to the COOP-A Team.
  - Ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
  - Consider implementing agreements with outside resource support including Memoranda of Understanding/mutual aid agreements with other government agencies and contractual agreements with private vendors.

**E. AMPLIFICATION OF GUIDANCE TO ESSENTIAL AND NON-ESSENTIAL PERSONNEL.**

1. Employee Work Status. Once a decision to execute relocation has been made, personnel identified by management to go home (or stay home) are placed on administrative leave. If the situation is anticipated to continue for an indeterminate period, and employees are not able to report to an alternate site, or an alternate site is not available, a determination on duty status will be made by the Sheriff or designee in consultation with the appropriate County HR officials.
2. The Sheriff's Office and 9-1-1 or designee will develop an informative memorandum to be signed by the County Administrator for dissemination to all employees on the duration of alternate operations as well as pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
3. The Sheriff's Office and 9-1-1 Command Staff will distribute the memorandum to the COOP team members, relocated personnel and non-essential staff through appropriate media and other available sources.

**F. DEVELOPMENT OF PLANS AND SCHEDULES FOR RECONSTITUTION AND TERMINATION.**

1. As soon as possible (within 24 hours) following an emergency relocation, the Sheriff or COOP-A Team Leader will develop plans and initiate operations to salvage, restore, and recover the impacted facility, pending approval of applicable local, state, and federal law enforcement and emergency services.
2. Relocation operations will end when the Sheriff determines and ensures that:
  - The threat to the home site has ended, is not likely to recur, and the home site can be reoccupied; or
  - A new home site can be occupied.
3. The Sheriff's Office and 9-1-1 Command Staff or the ARP Team Leader will coordinate Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
4. The Sheriff's Office and 9-1-1 Command Staff will approve the plans and schedules prior to the cessation of operations.
5. The Sheriff's Office and 9-1-1 Command Staff or ARP Team Leader will oversee the Reconstitution and Termination process. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix: SOP # 7.

**SECTION VI: PHASE III – RECONSTITUTION AND TERMINATION.**

**A. OVERVIEW.**

1. The process of moving from the relocation site to the old or new home site is generally the same as that of moving to the relocation site, in that its objective is to continue essential operations during the transition, to have a smooth handoff from the relocation site to the old or new home site, and to make the move as safely and cost-effectively as possible.
2. Reconstitution procedures will commence when the Sheriff determines that the emergency situation has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

- Continue to perform mission essential functions at the alternate facility for up to 30 days.
- Begin an orderly return to the impacted facility and reconstitute full normal operations.
- Begin to establish reconstitution of normal operations at a different facility location.

**B. PROCEDURES.**

1. Upon a decision by the Sheriff that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:
  - The Sheriff will oversee the orderly transition of all functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
  - Prior to relocating back to the restored facility or another facility, the Sheriff will ensure that appropriate security, safety, and health assessments are conducted.
  - When necessary equipment, documents, and other critical resources are in place at the new or restored facility, the staff remaining at the alternate facility will transfer mission essential functions and resume normal operations.
  - Agency personnel will be notified that normal operations are resuming and that they should report back to work.
2. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix: SOP # 7.

**C. AFTER-ACTION REVIEW AND REMEDIAL ACTION PLANS.**

1. An After-Action Review information collection process will be initiated prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from employees working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The After-Action Review should provide recommended actions to improve areas identified as deficient or requiring improvement.
2. The information will be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP Annual Review Process.

Continuity Of Operations Plan (COOP)

**II. ANNEXES**

**II. ANNEXES.**

- A. Risk Assessment.
- B. COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix.
- C. Mission Essential Functions.
- D. COOP Equipment/Supply Matrix.
- E. COOP Teams.
- F. Key Contact List.
- G. Delegation of Authority.
- H. Orders of Succession.
- I. Designated Alternate Facilities.
- J. Interoperable Communications.
- K. Vital Records and Databases.
- L. Tests, Training & Exercises.
- M. Program Management.

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**ANNEX A: RISK ASSESSMENT MATRIX.**

COOP Risk Assessment									
Location/Facility: Monroe County									
Date Completed: 01/05/04									
Completed by: EM									
Type of Hazard	Historical Occurrence	Prob. of Occurrence	Human Impact	Property Impact	Business Impact	Mitigation Activities	Internal Resources	External Resources	Total
<b>* Hazards of Concern as per Monroe County HVA</b>									
Civil Disturbance *	1	1	1	1	1	3	3	3	0.3
Communications Failure	3	2	3	1	3	3	3	4	2.0
Coastal Oil Spill *	1	1	1	2	2	2	1	3	1.1
Computer Crime/Virus/ Software Failure	1	1	1	3	3	3	3	3	1.2
Drought *	1	1	2	3	3	3	2	3	1.6
Epidemic	1	2	3	3	3	3	3	4	2.0
Fire: Brush & Forest *	2	2	2	3	2	4	4	4	1.6
Fire: Structural	1	1	3	3	3	4	4	4	1.3
Flooding: Short Duration *	4	4	3	2	2	3	3	3	3.2
Flooding: Freshwater *	4	4	2	2	3	3	3	3	3.2
Flooding: Drainage *	3	3	2	2	2	4	3	3	2.2
Flooding: Coastal Tidal *	1	2	4	4	4	4	3	4	2.6
Freeze *	1	1	1	2	2	2	2	3	1.0
Gas Leak	1	1	2	2	2	3	3	3	1.0
Hazardous Material Spills: *									0.0
a. Roadways *	2	3	1	2	1	3	2	4	1.7
b. Air *	1	1	3	1	3	3	2	4	1.2
d. Pipeline *	1	1	2	1	2	3	3	4	0.7
e. Rail Systems *	1	1	2	1	1	2	3	4	0.6
Hurricanes *	1	2	4	4	4	3	3	3	2.8
Lightning	4	4	3	1	1	3	3	4	2.7
Mass Immigration *	1	1	2	1	1	3	4	4	0.3
Military Conflict	1	1	1	1	1	1	3	5	0.3
Plane/Train/Auto Crash	2	2	2	2	2	3	3	5	1.4
Power Failure	2	2	2	1	2	4	3	5	1.1
Severe Weather/Storms *	3	3	2	2	2	3	3	4	2.2
Sinkholes/Subsidence *	1	1	1	1	1	1	1	1	1.0
Terrorism	1	1	3	2	2	4	3	5	0.9
Theft/Vandalism	2	2	3	3	3	4	4	4	2.0
Thunderstorm	3	3	1	1	1	3	3	4	1.6
Tornado *	2	2	3	3	2	4	4	4	1.8
Tropical Storm *	2	3	3	3	3	3	4	4	2.6
Water Pipe Break	3	3	2	2	2	3	3	3	2.3
Weapons of Mass Destruction: Chemical/Biological/Nuclear	1	2	4	3	3	4	3	5	2.0
Wildfires	2	2	3	3	2	4	4	4	1.8
Workplace Violence	1	1	2	1	2	3	3	3	0.8
Work Stoppage	1	1	2	1	3	1	1	1	1.7
Analysis Results: <u>High Risk</u> : Greater than 3.5 <u>Medium Risk</u> : 2.0 to 3.5 <u>Low Risk</u> : Less than 2									
<i>See scoring instructions next page.</i>									

**Instructions for Using the Spreadsheet**

The All Hands COOP Risk Assessment tool is an Excel spreadsheet, which is designed to measure a facility's risk from the effects of various hazards. The tool is based on a formula that weighs the probability and severity of potential impacts against preparations in place which are intended to minimize these impacts. Using a simple 1 to 5 scale, the probability of occurrence and the impact potential are tabulated along with mitigation efforts and the resources available to respond to the hazard. The score is based on a formula that weighs risk heavily but provides credit for mitigation and response and recovery resources. The higher the score, the higher the facility's risk from the hazard.

**Instructions.**

1. Obtain and review a copy of the county's Hazard Vulnerability Analysis (HVA.)
2. Add or delete hazards as required based on your local HVA analysis.
3. Using the guidelines shown below, score each hazard in all columns based on a scale of 1 to 5 with 5 being the highest.
4. Final Step: Sort the Total Column in descending order once scoring is completed.

**Scoring Guidelines.**

There are eight risk assessment factors contained in the spreadsheet. All factor scoring is done on a scale of 1-5. The formula contained in the spreadsheet calculates higher scores in the occurrence and impact columns as increasing risks, while higher scores in the mitigation and resource categories lower the overall risk score giving credit for steps taken to reduce the likely impact. Base your scoring on a "worst-case scenario." The following guidelines will assist you in scoring each hazard.

**Historical Occurrence (Frequency):**

Based on the number of occurrences: At least one occurrence every 1-4 years = 5; At least one occurrence every 5-10 years = 4; At least one occurrence every 11-50 years = 3; At least one occurrence every 51-100 years = 2; Has not occurred, but for planning purposes should be evaluated = 1.

**Probability of Occurrence:**

Based on the statistical probability of the hazard occurring in a given year. This may be obtained by scientific research or may simply be an educated guess. The higher the probability, the higher the score. Use the following guideline in determining your score. If less than 5% score 1, if 5% to 10% score 2, if 10% to 20% score 3, if 20% to 40% score 4, and score 5 if greater than 40% probability.

**Human Impact:**

Score based on greatest possible impact should worst-case event occur at your facility. Consider the likely number of fatalities, injuries, homeless, etc. Score 1 low - 5 highest.

**Property Impact:**

Score based on the economic costs of the event, including both direct and indirect property damage from the hazard. Smoke damage would be a 1 while a total loss should be a 5. Score 1 low - 5 highest.

**Business Impact:**

Score based on factors such as service impact, lost wages, revenues, and taxes. Consider cost of relocation, permanent damage to valuable resources, etc. Score 1 low - 5 highest.

**Mitigation Activities:**

Based on steps taken to mitigate the hazard such as security barriers, fire sprinklers, and redundant technical systems. The more mitigation measures taken, the higher the score. Score 1 low - 5 highest.

**Internal Resources:**

Base your score on the internal response and recovery resources. High scores should be given when there are a formal on-site response teams, organized fire brigades, floor wardens, continuity teams, or recovery teams. Score 1 low - 5 highest.

**External Resources:**

Base your score on the external resources that would be immediately available. This would include the local fire department. Give higher scores if there are specialized teams available or if contractor support such as hot sites, alternate facilities, and response teams are immediately available. Score 1 low - 5 highest.

**Understanding the Scores:**

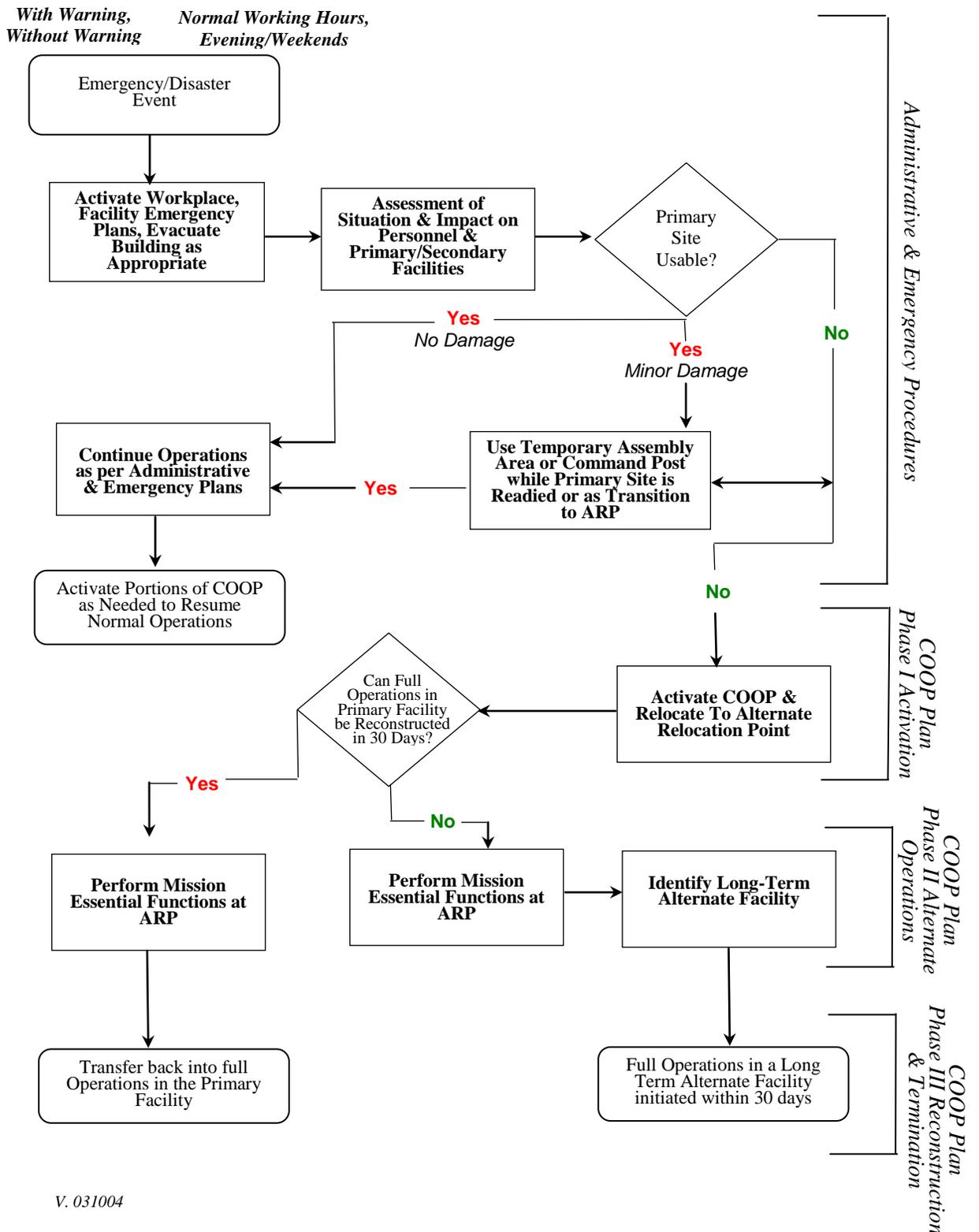
Based on the weighted scoring formula hazards that are relatively high will score 3.5 or higher. The spreadsheet is programmed to change colors based on the score as follows:

Red	High Risk	Greater than 3.5
Yellow	Medium Risk	From 2.0 to 3.5
Green	Low Risk	Less than 2.0

These scores are based on subjective judgments but, nonetheless, they provide a means to quickly rate the facility's risk from various hazards. Based on this risk scoring, priorities for increased mitigation and preparedness activities can be determined.

**ANNEX B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix.**

**COOP Process Flow Chart**



V. 031004

**COOP Process Supporting SOPs**

<b>Item</b>	<b>Description</b>	<b>Responsible Person(s)</b>
SOP 1	Emergency Response and Assessment	
SOP 2	COOP Alert and Notification	
SOP 3	COOP Relocation	
SOP 4	Relocation, Direction and Control	
SOP 5	COOP-A Team	
SOP 6	Alternate Relocation Point Start-up	
SOP 7	Return to Primary Facility and Restoration	
SOP 8	Department General COOP Responsibilities	

**Note:** SOPs need to be personalized and a responsible person assigned.

**COOP Process Supporting Plans**

<b>Items</b>	<b>Description</b>	<b>Availability</b>
Monroe County CEMP	Describes County's Emergency Management program, EOC organization and operations, Emergency Support Functions. COOP is a function within the CEMP.	Monroe County Emergency Management
WMD Annex to CEMP	Describes County's plans for monitoring and response to terrorist acts	Monroe County Emergency Management
County Technical Services Recovery Plan	Procedures for County's IT back-up, redundant systems, alternate sites, recovery and restoration	County Technical Services Department
Workplace/Facility Emergency Plan	Workplace emergency procedures	Workplace Safety Officer
Workplace/Facility Evacuation Plan	Workplace evacuation procedures, route, assembly area, personnel accountability, re-entry procedures	Workplace Safety Officer or Evacuation Warden

**COOP SOPs**

**Note**

The following COOP process SOPs are provided as examples. Departments are encouraged to personalize these SOPs by adding department specific information. These SOPs are not inclusive. Add tasks and relevant information as appropriate.

**I. EMERGENCY RESPONSE AND ASSESSMENT SOP.**

A. Emergency Response: Life Safety. (During Duty Hours).

1. For event affecting the facility/building, follow workplace and building emergency procedures.
2. Response to an emergency does not necessarily automatically translate into the declaration of a disaster and the implementation of a full COOP.

B. Assessment.

1. Following the notification of the emergency incident or situation, an Assessment Team of key department personnel will first assemble at the incident site and immediately begin to assess and evaluate the altered business environment.

- Assessment Team members: \_\_\_\_\_ (*Assign and List Team Members*)

2. The primary objectives of the Assessment Team are to:

- Establish an immediate and controlled department presence at the incident site.
- Conduct a preliminary assessment of incident impact, known injuries, extent of damage, and disruption to the department services and business operations.
- Notify the department Director/Chief.
- Determine if and/or when access to the department facilities will be allowed.
- Provide the department Director/Chief with the facts necessary to make informed decisions regarding subsequent COOP activation and recovery activity.

3. Activation of the department relocation portion of the COOP requires significant expenditures of time, personnel and financial resources. The department Director/Chief will determine whether or not the expenditure of resources are warranted and to what extent they are justified based on the information and recommendations provided by the Assessment Team.

C. Assessment of Situation and Primary Facility Checklist.

**Purpose:** Protect people from re-entering buildings before they have been declared safe, conduct visual inspection and analysis of types of hazards, notification to department management of serious hazards.

- Ø Make notification to 9-1-1 (if appropriate) first, then department management. Initial situation report should include:

- Location
- Injuries
- Weather, if a factor

- Situations-what happened, etc.
  - Exposure- what is threatened, what is needed, what is contaminated (especially water drainage/supply)
- θ Conduct a visual inspection and analysis of the types of hazards present in the area.
- Approach any inspection site cautiously.
  - Do not contaminate yourself or any equipment you use.
  - Assume the worst until otherwise verified.
  - Are there general exterior hazards? Holes, broken pavement, walkways, trees down or leaning, power lines down, building siding broken or hanging.
  - Is there an equipment hazard? Heavy objects, vehicles, machinery, desks, racks or bookshelves not braced, file cabinets, etc.
  - Is there a hazardous material problem? Chemicals spilled, tanks of liquids exposed, pipes broken, flammable liquids, strong odor of gas, sewage, etc.
  - Are there overhead hazards? Suspended ceiling without bracing, fluorescent lights or fire sprinklers without support, other overhead hazards.
  - Is there an electrical problem? Exposed wires, batteries, transformers hanging or not anchored junction boxes exposed, etc.
  - Are there windowpanes unsecured or broken glass?
- θ Be sure to look for multiple hazards.
- θ Document and notify department management of serious safety hazards.
- Maintain good written and photographic (whenever possible) information regarding the areas surveyed.
- θ Do not allow persons to re-enter buildings until the buildings have been inspected and deemed safe by authorized professionals.
- Monitor disaster area.
  - Conduct ongoing site monitoring.
- θ Ensure facility employees and visitors are safe and life safety practices are in place as per OSHA and other state/municipal worker safety regulations and guidelines.
- θ Identify a safe area well away from contaminated or problem area.
- θ Try to prevent further damage or contamination.
- Identify resources needed to mitigate or resolve the situation.
- θ Restrict access to the area.
- Determine appropriate action, i.e. rope off, signage, etc.
- θ Use trained personnel to initiate rescue efforts.
- Rescue victims only when there is no or limited risk to yourself or team members.
- θ Call for additional help as needed.
- θ Ensure employees working in the recovery effort are in safe and healthy conditions as per OSHA and other state/municipal worker safety regulations and guidelines.

## **II. COOP ALERT AND NOTIFICATION SOP.**

### **A. Alert.**

For all individuals receiving/providing notification of an emergency incident or situation:

1. If you receive a call notifying you of an emergency incident or situation, write down the message. Repeat the message back to the caller to verify its accuracy.
2. Request that the individual making the notification meet the Assessment Team at the incident site. Provide an estimated time of arrival.
3. If you are the first person notified, contact \_\_\_\_\_ (*Personalize To Your Department*) to verify the reported emergency incident or notification.
4. Notify the Assessment Team. Refer to the Action Plan for contact information.
5. Read the information received to each person you call, briefly stating the nature of the problem and the time of the reported incident. Do not speculate on injuries or damage to avoid possible confusion.
6. Instruct each person you contact to proceed to the pre-determined emergency meeting site or other designated location. Determine each person's estimated time of arrival.
7. Instruct all individuals contacted to avoid making comments to news media, customers, vendors, etc. An official department-designated spokesperson will provide the news releases to the press, news media, etc.
8. Give instructions to each contacted individual as to what is expected of them, (e.g. report to the emergency response site, report to Assembly Site, report to ARP, stand by for further instructions, etc.). Activate only the employees needed immediately and prepare a notification list and contact schedule for other individuals if required.
9. Maintain a record of all calls attempted and completed. Report the notification results to the Director/Chief.

**B. Notification Guidelines.**

1. General.
  - a. All COOP Team Leaders and Team Members have been assigned call tree responsibilities that should be followed during the emergency notification.
  - b. It is important that all key personnel be notified of the disaster as soon as possible to begin business resumption operations.
  - c. The Employee/Contractor Notification List has the telephone numbers for the essential personnel to be notified in predetermined sequence.
2. Alert Procedures.
  - a. Information and guidance for employees will normally be passed telephonically using existing emergency notification cascades.
  - b. Depending on the situation, current information will also be available via:
    - (*Personalize To Your Department*)

- c. Employees should listen for specific instructions. All employees should remain at their office or home until specific guidance is received.
  - d. Some employees, previously identified, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and the designated ARP location.
  - e. The department Director/Chief or designated successor will direct the activation of the COOP.
3. Notification Procedures.
- a. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
    - *(Insert Your Department's Procedures)*

### **III. COOP RELOCATION SOP.**

#### **A. Relocation With Warning.**

1. Initial Actions. Upon receipt of alert notification, personnel will take documents required for the performance of the functions to be conducted at the relocation sites. Personnel will prepare designated communications, IT equipment, and other essential equipment for relocation, if time permits, and take appropriate preventive measures to protect communications and IT equipment not designated for relocation. Personnel will take appropriate measures to ensure security of the facility and non-removable equipment and records.
2. Departure for the Relocation Site. Teams/individuals begin movement to the site, taking such essential records and equipment as time permits. Other personnel may remain on duty until told to move to the relocation site or to go home.
3. Controlled Shutdown of Operations. If time and circumstances permit, personnel may be requested to remain at the primary site to serve in a stay-behind, caretaker capacity, to assist in shutting down equipment and securing primary site facilities and equipment against loss or compromise.
4. Department customers, the general public or response agencies are notified of the decision to relocate and/or status of the primary site and its operations.

#### **B. Relocation Without Warning During Duty-Hours.**

1. In a situation where a decision is made during normal duty hours (8 a.m. - 5 p.m. Monday through Friday) that the primary site is uninhabitable, relocation actions depend on the extent of damage to the site. In a minimal case, where the site is uninhabitable (e.g., due to a chemical spill), but the facility, equipment, records, and personnel are undamaged, the department Director/Chief will determine whether/how much to relocate. If possible, department management will initiate a duty-hours notification. If time does not permit because of an immediate evacuation of the building or other circumstances, notification is made by whatever means are available. If time permits, designated personnel should back up IT equipment and databases and prepare communications, IT, and other equipment and important records for relocation. Designated personnel will provide physical security for documents and equipment. Personnel requested to relocate will move to the relocation sites. All other personnel are directed to go to their residences and await further

instructions.

2. Department customers, the general public or response agencies are notified of the decision to relocate and/or status of the primary site and its operations.

**C. Relocation Without Warning During Non-Duty Hours.**

1. Notification of COOP Teams upon the decision of the department Director/Chief that the primary site is uninhabitable.
2. Depending on the timing of the incident, a media announcement may be released to the local radio and television stations. Employees should listen for specific instructions. If no clarification is forthcoming, employees should, unless directed differently, remain at home and await further instructions.
3. Teams/individuals may be directed to report to the relocation site, to the home site to pick up essential records or equipment enroute to the site, or to remain at home.

**IV. RELOCATION DIRECTION AND CONTROL SOP.**

- A. The department Director/Chief Director determines the timing of the execution steps of the relocation process described below. The phases shown below are arbitrary.
- B. The decision to execute a specific step does not necessarily imply the execution of one or more subsequent steps, especially in a situation with advance warning. In such a case, the department Director/Chief may choose to reassess the situation before the execution of any subsequent step and retain the option to terminate or reverse the relocation process at any phase.
- C. Implementation of this plan may be time-phased. The time-phasing for relocation and relocation site operation is as follows:

Phase I (1-24 hours).

- Notify next senior level of intent to relocate.
- Notify relocation site manager of impending relocation and actual relocation requirements.
- Relocate key staff.
- Prepare relocation site(s) for follow-on personnel.
- Conduct limited essential functions as soon as possible.

Phase II (24 hours-5th day).

- Continue essential functions.
- Relocate employees as required.
- Identify missing personnel and request/arrange for augmentation as required.
- Commence other functions.

Phase III (5th day-until termination).

- Sustain all essential functions from the relocation sites.

**V. COOP-A TEAM SOP.**

**A. Emergency Response.**

1. Complete emergency response, notification and mobilization duties as directed by the department Director/Chief.
2. Ensure the department Director/Chief is contacted and apprised of situation's status and activity.
3. Obtain reports of personnel injury.
4. Perform assessment(s) and evaluation(s) until the extent of impact or damage can be determined.
5. Document the results of the preliminary assessment(s) and evaluation(s) and submit the report to the department Director/Chief with recommendations to terminate the emergency response activities or activate subsequent plan operations.
6. Terminate or expand/extend the operation as directed by the department Director/Chief.

**B. COOP Activation.**

1. Establish and organize a Command Center from which to manage resumption activities.
2. Activate and mobilize the continuity support/logistic teams needed resume time-sensitive application restoration.
3. Evaluate alternate site equipment and network service for the necessary enhancements to support time-sensitive application recovery.
4. Mobilize and activate the support teams needed to support enhancement and use of the alternate site(s).
5. Notify and inform department customers, the general public and County Management of the situation.
6. Alert employees, vendors and other internal and external individuals and organizations to the situation and the their role during resumption and recovery.
7. Begin implementing procedures to re-establish time-sensitive processes and applications. This may include relocating to a temporary facility, re-establishing communications at an alternate site, etc.

**C. Responsibilities of COOP-A Team members are to:**

- Attend Relocation Team meetings as scheduled.
- Keep COOP Relocation Team Leader apprised of COOP matters.
- Review and update mission-essential functions annually.
- Develop notification cascades for division personnel.
- Update as required.
- Participate in COOP training and exercises.
- Develop Drive-Away Kits.
- Develop plan for off-site storage of data to include vital records and databases.
- Prepare division COOP Implementation Plans and Standard Operating Procedures and update as necessary.
- Annually review the composition of the working group staffing to ensure that the assigned staff are adequate.

**VI. ALTERNATE RELOCATION POINT (ARP) START-UP SOP.**

**A. Arrival.**

1. Upon arrival at the appropriate relocation site, the COOP-A Team Leader will give personnel an orientation briefing. This briefing will cover site organization and operation, and information on the support available such as communications equipment and personnel available to assist in the exchange of information with the chain of command and with other relocation sites.
2. While the relocation sites provide certain support capabilities, the relocated staff is responsible, if circumstances permit, for bringing records and specialized equipment that were not pre-positioned.
3. As soon as practicable, personnel will perform, or assist senior officials in performing, the following functions from the relocation site. Each person will not be performing every function; collectively, however, those arriving initially should be able to ensure performance of these functions:
  - Monitor the situation, extent of damage, status of personnel, resources, and events by recording incoming reports.
  - Assess the situation by evaluating information gathered from reports.
  - Report the status of operations to other viable County organizations as appropriate.
  - Keep time and attendance records.
  - Ensure twenty-four hour per day, seven days per week (24/7) coverage by planning and scheduling relocation site activities, i.e., work hours, meals, etc.
  - Provide decision-making and other office support.
  - Prepare and disseminate instructions, and report back, as required.
  - Monitor Department field organizations and other deployed personnel, as required.
  - Implement contingency termination and recall actions, when directed.

**B. ARP Start-up Tasks. (Personalize To Your Department)**

- ∅ Notify Technical Services Operations (24 hour)
- ∅ Activate "physical plant:"
  - Turn on lights.
  - Turn on ventilation.
  - Turn on air conditioning or heat.
  - Unlock, open doors.
- ∅ Activate, set up phones.
  - Assign someone to take phone messages.
- ∅ Activate, set up radios.
  - Conduct radio checks.
  - Contact dispatch centers: (list)
- ∅ Activate, set up fax.
  - Check fax machine for messages.
- ∅ Ensure all necessary warnings and notifications are made:
- ∅ Coordinate with media (who, which ones, list).

- θ Notify county/State EOC, (insert phone number).
- θ Call National Weather Service (insert phone number)
  - Update weather report, if appropriate, and post the information.
- θ Post situation information and key contact numbers on maps and status boards.
- θ Turn on copy machine.
- θ Set up, placement of Furniture. (Describe).
- θ Set up, placement of Equipment. (Describe).
- θ Set up, placement of Supplies. (Describe).
- θ Ensure adequate set-up of status boards and displays, both physical and electronic.
- θ Establish security, as appropriate.
- θ Ensure compliance with all applicable safety regulations.
- θ Brief arriving staff on situation.
- θ Keep an accurate log of activities.
- θ Determine food and beverage needs.
- θ Make coffee.
- θ Ensure sanitation facilities.
- θ Determine support services needed:
  - Word processing.
  - Duplicating services.
  - Courier services.
  - Office supplies.
  - Filing and file space.
  - Casual labor.
  - Financial services (contracts, purchase orders, collection of receipts, etc.)
  - Oversight of vehicles and building services.
- θ Determine the types of maintenance services required, such as janitorial, sanitation, showers, lighting, and safety.
- θ Assign other activation tasks as required.

## **VII. RETURN TO PRIMARY FACILITY AND RESTORATION SOP**

1. The department Director/Chief will initiate the return to the primary facility once the primary facility has been deemed safe. This begins the “restoration phase” of this plan.

2. Restoration builds on the assessments performed in the emergency response stage with the goal of returning the impacted facility to its pre-disaster capabilities. If the original facility is assessed as beyond repair, this stage will involve the acquisition and outfitting of new permanent facilities.
3. The restoration process includes the assessment of:
  - Environmental contamination of the affected areas;
  - Structural integrity of the building; and
  - The damage to furniture, fixtures and equipment.
4. Restoration will begin in earnest once solid estimates of contamination, structural damage and asset loss can be obtained and personnel resources can be dedicated to the management and coordination of the process.
5. This phase may be executed sequential to, or concurrent with, the Resumption and/ or Recovery stages. The department Director/Chief will ensure that sufficient support for resumption and restoration operations is provided. Objectives/tasks include:
  - Maintain an adequate level of support team coverage to support all business operations.
  - Maintain an adequate technology teams coverage to sustain information processing operations.
  - Maintain communication with the continuity organization.
  - Clean and/or decontaminate the building.
  - Repair and/or restore the building or construct/acquire of a new facility,
  - Replace the contents of the building.
  - Coordinate the relocation and/or migration of business operations, support and technology departments from temporary facilities to the repaired or new facility.

#### **VIII. DEPARTMENT GENERAL COOP RESPONSIBILITIES SOP.**

- Appoint a COOP Coordinator (Team Leader) for coordination and implementation of the COOP Plan.
- As appropriate, develop individual Division COOP Implementation Plans that support this document and address the unique aspects of their respective requirements, plans, or procedures.
- Identify mission-essential functions and update as necessary.
- Identify agency missions or functions that can be deferred or terminated in the event the COOP Plan is implemented.
- Establish an order of succession.
- Pre-delegate authorities for making policy determinations.
- Maintain a current roster of designated COOP team members.
- Ensure that all COOP team members understand the COOP procedures and their responsibilities; Provide training.
- Maintain current personnel emergency alert and notification rosters.
- Prepare backup copies of vital records.
- Provide for the proper storage of backup copies of vital records and other pre-positioned items.
- Designate personnel responsible for compiling and maintaining office COOP Go- Kits.
- To the extent possible, pre-position COOP Go-Kits and other essential items at a designated Assembly Area or Alternate Facility.
- Prepare COOP Site Support Procedures to ensure the smooth transition of essential functions, personnel, equipment, and vital records.
- Maintain a current roster of Alternate Facility support staff personnel; Designate personnel responsible to assist the arriving COOP teams at the Alternate Facility.
- Conduct periodic tests of the office telephone notification cascade.

- Conduct COOP tests, training, and exercises.
- Conduct periodic coordination visits to alternate site.
- Identify employees who may require transportation and billeting.
- Keep the elected officials informed of any site vulnerabilities or changes in site resources that may impact the effective execution of the COOP Plan.

### **ANNEX C: Mission Essential Functions.**

1. Mission Essential Functions are those functions that provide vital services, exercise civil authority, maintain safety and well being of the public, and sustain the industrial and economic base. The following Mission Essential Functions must be performed by the Sheriff's Office and 9-1-1 under all circumstances and are prioritized so that personnel know which activities should be performed first. The Alternate ARPs can support the Mission Essential Functions of the Sheriff's Office and 9-1-1.
2. Inventory of Essential Functions.
  - a. Details are found in the Sheriff's Office and 9-1-1 General Orders and SOP's.
  - b. Summary of essential functions:
    - (1) Sheriff's Office:
      - Priority 1: Emergency response; protect life and property; enforce laws; patrolling.
      - Priority 2: Scheduled testing of alternate ARP facility and equipment training.
      - Priority 3: Administrative functions, maintenance.
    - (2) 9-1-1:
      - Priority 1:
        - 911 Call Taking and dispatch.
        - Radio Communications.
        - Maintain primary and alternate site operational readiness.
        - Activate 911 Switch to Alternate Emergency Communications Center.
        - Set Up Alternate ECC.
      - Priority 2:
        - Scheduled testing of Alternate ECC facility & equipment.
      - Priority 3:
        - Administrative functions, maintenance.
3. Staffing Levels to Perform Essential Functions.
  - a. Staffing levels to perform essential functions are found in the Sheriff's Office and 9-1-1 General Orders and SOP's.
4. Resources Needed to Perform Essential Functions (see Annex D: COOP Equipment/Supply Matrix).
  - a. Data and communications support: 800 MHz radios, pagers, computers, cell phones, mobile command center, communications center, telephone system.
  - b. Inventory of vendors/supplies: See Annex D: COOP Equipment/Supply Matrix and Annex F: Key

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Contact List.

- c. Vital records, systems and data: payroll, personnel, criminal records, administrative documents, retirement, ESF # 16, 9-1-1/CAD database.
  - d. Specific materials/supplies: See Annex D: COOP Equipment/Supply Matrix.
  - e. Pre-positioned equipment and resources at alternate site: See Annex D: COOP Equipment/Supply Matrix.
5. Hazard identification and risk assessment.
- a. The hazards that put normal operations of the departmental operations at risk have been identified, to include natural events, technological events and human events. See Annex A: COOP Risk Assessment.

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**ANNEX D: COOP Equipment/Supply Matrix.**

An Equipment/Supply Matrix has been developed for the following Sections of the Sheriff's Office and 9-1-1:

1. Headquarters.
2. Sector 1 Patrol.
3. Criminal Investigation Unit (CIU) 1.
4. Sector 4/5 Patrol.
5. Criminal Investigation Unit (CIU) 4/5.
6. Sector 6 Patrol.
7. Sector 7 Patrol.
8. Criminal Investigation Unit (CIU) 6/7.
9. Traffic.
10. Special Operations.
11. Corrections.
12. Communications.

1 of 12

## EOC/COOP EQUIPMENT / SUPPLY MATRIX

Developed for: Sheriff's Department - **Headquarters**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net							
Sky Cell							
Radios/Systems:							
• 800 MHz	23	23	Y			Y	Y
• VHF							
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• Switchboard	1	1	Y			Y	Y
• Land lines	5	5	Y			Y	Y
• Fax lines							
• Data lines							
• Cell	12	12	Y			Y	Y
Pagers							
Internet Access/Email	2	2				Y	Y
AM/FM Radios							
T.V.	3	3	Y			Y	Y
• TV Cable and Satellite Connections.	3	3	N			Y	Y
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)		1				Y	Y
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop		3	Y			N	Y
Computers, laptop		3	Y			Y	Y
Printers		3	Y			Y	Y
Software:							
• HurriVac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word	6	6	Y			N	Y
• Email	6	6	Y			Y	Y
Networking							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips							
Power cables							
Data cables							
Portable Printer	6	6	Y				Y
Photocopier	1	1	Y			N	Y
Portable Photocopier	1	1	Y			N	Y
Fax Machine	2	2	Y			Y	Y
Tape Recorder, batteries							
Digital or 35mm Camera, batteries							
Video Camera, batteries							
AM-FM Radios, batteries	1	1	Y			Y	Y
Calculator, batteries							
Typewriter, Electric							
Typewriter, Manual							
Portable White Boards and Markers	1	1	Y			N	Y
Flashlights, batteries	23	23	Y			Y	Y
GPS Units, batteries							
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans		1	Y			Y	Y
SOPs	1	1	Y			N	Y
Resource staffing lists	1	1	Y			Y	Y
Library of reference materials:							
• Phone Books	1	1	Y			N	Y
• Resource Lists							
• Calendar pads (desk top)							
<b>DISPLAYS</b>							
Maps	1	1	Y			Y	Y
Charts/displays							
Overhead projectors with screens	1	0				N	N

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
White Boards	1	1	Y			N	Y
Pana-Boards							
Bulletin Boards							
Easels with flipcharts	1	1	Y			N	Y
Flipchart pads							
Video monitors, players	2	2	N			Y	Y
<b>FURNITURE</b>							
Tables/chairs	6/30	6/30	Y			N	Y
Computer Work Stations	43	6	N			N	Y
Clocks	1	1	Y			Y	Y
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms	100	100	Y			Y	Y
• Log Forms		100				Y	Y
Blank backup tapes	30	30	Y			Y	Y
Blank 3.5" floppy diskettes or CDs	100+	30	Y			N	Y
Toner: Copier, Laser Printers	1	1	Y			N	Y
Ribbons: Typewriters, Dot Matrix Computer Printers.							
Copier paper	1 CASE	1CASE	Y			N	Y
Fax paper							
Computer printer paper							
Paper							
Carbon paper							
Pens, Pencils	30	30	Y			Y	Y
Erasers							
Writing pads, tablets	30	30	Y			Y	Y
Post-it-pads, various sizes							
Telephone memo call pads							
Staplers, staples, staple removers	1	1	Y			N	Y
Tape Dispensers, tape	1	1	Y			N	Y
Assorted Rubber Bands	1	1	Y			N	Y
Paper Clips, Fasteners	1	1	Y			N	Y
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads							
File Folders							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Boxes for filing							
Clipboards							
Tool Kit, screwdrivers, pliers, etc.							
Cash Boxes	1	1	Y			N	Y
Receipt Books	2	2	Y			N	Y
Extension Cords	12	12	Y			Y	Y
Masking tape							
Scotch tape							
Push pins							
Felt tip markers							
Marking pens (various colors)	6	6	Y			N	Y
Grease pencils	1	1	Y			N	Y
Scissors	1	1	Y				
Name tags							
Large manila envelopes	1 BOX	1BOX	Y			N	Y
Three hole paper punch	1	1	Y			N	Y
3- Ring binders							
<b>LOGISTICS</b>							
Transportation							
Agency vehicles	26	26	Y			Y	Y
Private vehicles	17		N			N	N
Public Transportation (Government)							
Commercial and Private Buses, Taxis	1		Y			N	N
<b>EMERGENCY POWER</b>							
Generators, fuel	1	1	N			Y	Y
Propane heaters, fuel							
Uninterrupted Power Systems	1	1	N			Y	Y
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications	1	1	N			Y	Y
Gas							
Electric	1	1	N			Y	Y
Water	1	1	N			Y	Y
Sewer	1	1	N			Y	Y
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Fuel							
Tires							
Maintenance							
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water	2	2	Y			Y	Y
Nonperishable food		X				Y	Y
Hygiene products	120 box	120 boxes	Y			Y	Y
Sanitation facilities, supplies	4	4	N			Y	Y
• Sanitation kits: chemical disinfectants, commode seats, toilet paper	30 boxes	30 boxes	Y			N	Y
Exercise and recreation facilities	1		N			N	N
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs	26	26	Y			Y	Y
Blankets	3	3	Y			N	Y
First Aid Kits	23	23	Y			Y	Y
Life Pack (defibrillator)	0	1	Y			Y	Y
Fire Extinguishers	4	4	Y			Y	Y
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	2	1	Y			N	Y
Sponges							
Mops	2	2	Y			N	Y
Buckets, Pails	3	2	Y			N	Y
Disinfectants	24 boxes	1 box	Y			N	Y
Trash cans	2	2	Y			N	Y
Wastepaper Baskets	6	6	Y			N	Y

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**  
 Developed for: Sheriff's Department - **Sector 1 Patrol**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net	0	0					
Sky Cell							
Radios/Systems:							
• 800 MHz	36	36					
• VHF							
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• Switchboard							
• Land lines	6	6					
• Fax lines	1	1					
• Data lines	T3 for County						
• Cell	10	10					
Pagers							
Internet Access/Email	Everyone						
AM/FM Radios	All cars & 3 in Station						
T.V.	2	2					
• TV Cable and Satellite Connections.	2	2					
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)	1	1					
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	9	9					
Computers, laptop	32	32					
Printers	6	6					
Software:							
• Hurrivac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word	All	All					

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
• Email	All	All					
Networking	All	All					
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• “F” Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips							
Power cables							
Data cables							
Portable Printer							
Photocopier	1	1					
Portable Photocopier							
Fax Machine	1	1					
Tape Recorder, batteries	8	8					
Digital or 35mm Camera, batteries	7	7					
Video Camera, batteries							
AM-FM Radios, batteries	1	1					
Calculator, batteries							
Typewriter, Electric	1	1					
Typewriter, Manual							
Portable White Boards and Markers	1	1					
Flashlights, batteries	34	34					
GPS Units, batteries							
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans	2	2					
SOPs	1	1					
Resource staffing lists	1	1					
Library of reference materials:	1	1					
• Phone Books	6	6					
• Resource Lists							
• Calendar pads (desk top)	4	4					
<b>DISPLAYS</b>							
Maps	2	2					
Charts/displays							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Overhead projectors with screens							
White Boards	1	1					
Pana-Boards							
Bulletin Boards	1	1					
Easels with flipcharts							
Flipchart pads							
Video monitors, players	1	1					
<b>FURNITURE</b>							
Tables/chairs							
Computer Work Stations							
Clocks							
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms							
• Log Forms							
Blank backup tapes							
Blank 3.5" floppy diskettes or CDs							
Toner: Copier, Laser Printers	1	1					
Ribbons: Typewriters, Dot Matrix Computer Printers.							
Copier paper	2 cases	2cases					
Fax paper	2 cases	2 cases					
Computer printer paper	Copy						
Paper							
Carbon paper							
Pens, Pencils	Several						
Erasers							
Writing pads, tablets							
Post-it-pads, various sizes							
Telephone memo call pads							
Staplers, staples, staple removers							
Tape Dispensers, tape							
Assorted Rubber Bands							
Paper Clips, Fasteners							
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
File Folders							
Boxes for filing							
Clipboards							
Tool Kit, screwdrivers, pliers, etc.	1	1					
Cash Boxes	1	1					
Receipt Books							
Extension Cords							
Masking tape							
Scotch tape							
Push pins							
Felt tip markers							
Marking pens (various colors)							
Grease pencils							
Scissors							
Name tags							
Large manila envelopes							
Three hole paper punch	1	1					
3- Ring binders	10	10					
<b>LOGISTICS</b>							
Transportation							
Agency vehicles	36	36					
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel	1	1					
Propane heaters, fuel							
Uninterrupted Power Systems	Generator with ups						
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications							
Gas							
Electric							
Water							
Sewer							
<b>COMMERCIAL VENDORS (LIST):</b>							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Vehicles							
Fuel							
Tires							
Maintenance							
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water	0						
Nonperishable food	0						
Hygiene products	0						
Sanitation facilities, supplies	1 Bathroom/ Shower						
• Sanitation kits: chemical disinfectants, commode seats, toilet paper	0						
Exercise and recreation facilities	0	0					
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs	36	36					
Blankets							
First Aid Kits	36	36					
Life Pack (defibrillator)	3	3					
Fire Extinguishers	36	36					
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	1	1					
Sponges							
Mops	1	1					
Buckets, Pails	1	1					
Disinfectants	5 Gal	5 Gal					
Trash cans	2	9					
Wastepaper Baskets	2	9					

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**EOC/COOP EQUIPMENT / SUPPLY MATRIX**Developed for: Sheriff's Department - **Criminal Investigation Unit (CIU) 1**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net							
Sky Cell							
Radios/Systems:							
• 800 MHz	7	4					
• VHF							
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• Switchboard							
• Land lines							
• Fax lines	1	1					
• Data lines	10	4					
• Cell	7	7					
Pagers							
Internet Access/Email	7	4					
AM/FM Radios		2					
T.V.							
• TV Cable and Satellite Connections.	2	1					
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)		1					
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	8	4					
Computers, laptop	3	2					
Printers							
Software:							
• HurriVac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word		4					
• Email		4					
Networking							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips	4	4					
Power cables							
Data cables		4					
Portable Printer		2					
Photocopier	1	1					
Portable Photocopier		1					
Fax Machine	1	1					
Tape Recorder, batteries	7	7					
Digital or 35mm Camera, batteries	7	7					
Video Camera, batteries	0	1					
AM-FM Radios, batteries		1					
Calculator, batteries		1					
Typewriter, Electric		1					
Typewriter, Manual							
Portable White Boards and Markers	1	2					
Flashlights, batteries	7	8					
GPS Units, batteries		1					
<b>DOCUMENTS</b>							
Plans:		1					
• Extra copies of key operations plans							
SOPs	1	1					
Resource staffing lists							
Library of reference materials:							
• Phone Books							
• Resource Lists	2	2					
• Calendar pads (desk top)	7	7					
<b>DISPLAYS</b>							
Maps	1	2					
Charts/displays		2					
Overhead projectors with screens							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
White Boards	1	1					
Pana-Boards							
Bulletin Boards	1	1					
Easels with flipcharts							
Flipchart pads							
Video monitors, players	3	2					
<b>FURNITURE</b>							
Tables/chairs		2 Sets					
Computer Work Stations		4					
Clocks							
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms	1	1					
• Log Forms	1	1					
Blank backup tapes	30	30					
Blank 3.5" floppy diskettes or CDs	50	50					
Toner: Copier, Laser Printers	2	2					
Ribbons: Typewriters, Dot Matrix Computer Printers.	2	2					
Copier paper	2 Boxes						
Fax paper	1 Box						
Computer printer paper	1 Box						
Paper							
Carbon paper							
Pens, Pencils	3 Boxes						
Erasers							
Writing pads, tablets	10						
Post-it-pads, various sizes	10						
Telephone memo call pads	2						
Staplers, staples, staple removers	2						
Tape Dispensers, tape	2						
Assorted Rubber Bands							
Paper Clips, Fasteners							
Binder clips, various sizes	5 Boxes						
Rubber Stamps							
Ink Pads, ink							
Note Pads		10					
File Folders		4 Boxes					

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Boxes for filing		10					
Clipboards		5					
Tool Kit, screwdrivers, pliers, etc.		2					
Cash Boxes		1					
Receipt Books		1					
Extension Cords		4					
Masking tape		1 Box					
Scotch tape		1 Box					
Push pins							
Felt tip markers		1 Box					
Marking pens (various colors)		1 Box					
Grease pencils		1 Box					
Scissors		2					
Name tags							
Large manila envelopes		2 Boxes					
Three hole paper punch		4					
3- Ring binders		10					
<b>LOGISTICS</b>							
Transportation							
Agency vehicles		8					
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel		2					
Propane heaters, fuel		1					
Uninterrupted Power Systems		4					
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications		2					
Gas							
Electric		1					
Water		1					
Sewer		1					
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles		7					

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Fuel		For 7					
Tires							
Maintenance							
Ground Service for Mail		Y					
UPS		Y					
FEDEX		Y					
Courier Service		Y					
Banking		Y					
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water		Y					
Nonperishable food		Y					
Hygiene products		Y					
Sanitation facilities, supplies		Y					
• Sanitation kits: chemical disinfectants, commode seats, toilet paper		Y					
Exercise and recreation facilities		Y					
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs		Y					
Blankets		8					
First Aid Kits		4					
Life Pack (defibrillator)		2					
Fire Extinguishers		4					
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms		Y					
Sponges		Y					
Mops		Y					
Buckets, Pails		Y					
Disinfectants		Y					
Trash cans		Y					
Wastepaper Baskets		Y					

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**EOC/COOP EQUIPMENT / SUPPLY MATRIX**  
 Developed for: Sheriff's Department - Sector 4 & 5 Patrol

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net							
Sky Cell							
Radios/Systems:							
• 800 MHz	31	31					
• VHF							
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• Switchboard							
• Land lines	5	5					
• Fax lines	1	1					
• Data lines	All	All					
• Cell	7	10					
Pagers							
Internet Access/Email	All	All					
AM/FM Radios	3	3					
T.V.	3	3					
• TV Cable and Satellite Connections.	3	3					
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)							
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop							
Computers, laptop							
Printers							
Software:							
• HurriVac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word							
• Email							
Networking							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips	All office	All					
Power cables	2	10					
Data cables							
Portable Printer	0	1					
Photocopier	1	1					
Portable Photocopier	0	1					
Fax Machine	1	1					
Tape Recorder, batteries	3	8					
Digital or 35mm Camera, batteries	3	8					
Video Camera, batteries	0	1					
AM-FM Radios, batteries	0	3					
Calculator, batteries	1	1					
Typewriter, Electric	1	1					
Typewriter, Manual	0	1					
Portable White Boards and Markers	0	1					
Flashlights, batteries	31	40					
GPS Units, batteries							
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans	In computer	1					
SOPs	In computer	1					
Resource staffing lists	2	2					
Library of reference materials:							
• Phone Books	6	6					
• Resource Lists							
• Calendar pads (desk top)	11	11					
<b>DISPLAYS</b>							
Maps							
Charts/displays							
Overhead projectors							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
with screens							
White Boards	1	1					
Pana-Boards							
Bulletin Boards							
Easels with flipcharts							
Flipchart pads							
Video monitors, players	1	1					
<b>FURNITURE</b>							
Tables/chairs	1/10	1/10					
Computer Work Stations	6	6					
Clocks	2	2					
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms							
• Log Forms							
Blank backup tapes							
Blank 3.5" floppy diskettes or CDs							
Toner: Copier, Laser Printers							
Ribbons: Typewriters, Dot Matrix Computer Printers.							
Copier paper							
Fax paper							
Computer printer paper							
Paper							
Carbon paper							
Pens, Pencils							
Erasers							
Writing pads, tablets							
Post-it-pads, various sizes							
Telephone memo call pads							
Staplers, staples, staple removers							
Tape Dispensers, tape							
Assorted Rubber Bands							
Paper Clips, Fasteners							
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
File Folders							
Boxes for filing							
Clipboards							
Tool Kit, screwdrivers, pliers, etc.							
Cash Boxes							
Receipt Books							
Extension Cords							
Masking tape							
Scotch tape							
Push pins							
Felt tip markers							
Marking pens (various colors)							
Grease pencils							
Scissors							
Name tags							
Large manila envelopes							
Three hole paper punch							
3- Ring binders							
<b>LOGISTICS</b>							
Transportation							
Agency vehicles							
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel	1/500 gal						
Propane heaters, fuel							
Uninterrupted Power Systems	All station	6					
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications							
Gas							
Electric							
Water							
Sewer							
<b>COMMERCIAL VENDORS (LIST):</b>							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Vehicles							
Fuel							
Tires							
Maintenance							
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water	In station	100 gal daily					
Nonperishable food	0	3 daily per on duty					
Hygiene products	0	Per on duty					
Sanitation facilities, supplies	5	5					
• Sanitation kits: chemical disinfectants, commode seats, toilet paper	Public Works supply	Basic load Per facility provided					
Exercise and recreation facilities							
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs	31	31,40,20					
Blankets	62	62					
First Aid Kits	31	31					
Life Pack (defibrillator)	1	3					
Fire Extinguishers	31 in cars 4 in station	35					
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	1	1					
Sponges	1	1					
Mops	1	1					
Buckets, Pails	1	1					
Disinfectants	Public Works supply						
Trash cans	2	2					
Wastepaper Baskets	7	7					

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**EOC/COOP EQUIPMENT / SUPPLY MATRIX****Developed for: Sheriff's Department - Criminal Investigation Unit (CIU) 4/5**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net				0	0	0	0
Sky Cell				0			
Radios/Systems:							
• 800 MHz	5	5	Y	0	0	5	5
• VHF	0	0	N	0	1	1	1
• UHF	0	0	0	0	0	0	0
• Civil Air Patrol	0	0	0	0	0	0	0
• County-to-County	0	0	0	0	0	0	0
• Amateur	0	0	0	0	0	0	0
Phones:							
• Switchboard	1	1	N	0	0	1	1
• Land lines	5	5	N	0	0	0	5
• Fax lines	1	1	N	0	0	0	1
• Data lines	0	0	0	0	0	0	0
• Cell	5	6	Y	0	0	6	6
Pagers	0	0	N	0	0	0	0
Internet Access/Email	6	6	N	0	0	0	0
AM/FM Radios	0	6	N	0	0	6	6
T.V.	0	0	N	1	1	1	1
• TV Cable and Satellite Connections.	0	0	N	1	1	1	1
<b>WARNING</b>							
Dialogic	0	0	0	0	0	0	0
DTN (weather warning system)	0	0	0	0	0	0	0
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	6	6	Y	0	0	6	6
Computers, laptop	2	2	Y	0	0	2	2
Printers	2	2	Y	0	0	2	2
Software:							
• Hurrivac	0	0	N	0	0	0	0
• CAMEO	0	0	N	0	0	0	0
• MarPlot	0	0	N	0	0	0	0
• Aloha	0	0	N	0	0	0	0
• EOC Manager	0	0	N	0	0	0	0
• Microsoft Word	6	6	N	0	0	6	6
• Email	6	6	N	0	0	6	6
Networking	1	1	N	0	0	1	1

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:	1	1	N	0	0	1	1
• PSN	0	0	N	0	0	0	0
• ESF 5	0	0	N	0	0	0	0
• Specific ESF	0	0	N	0	0	0	0
• "F" Drive	0	0	N	0	0	0	0
• Dialogic	0	0	N	0	0	0	0
• GIS	0	0	N	0	0	0	0
<b>OTHER EQUIPMENT</b>							
Power surge strips	6	6	Y	0	0	6	6
Power cables	6	6	Y	0	0	6	6
Data cables	6	6	Y	0	0	6	6
Portable Printer	0	0	N	0	2	2	2
Photocopier	1	1	Y	0	0	1	1
Portable Photocopier	0	0	N	0	1	1	1
Fax Machine	0	0	N	0	1	1	1
Tape Recorder, batteries	5	5	Y	0	0	5	5
Digital or 35mm Camera, batteries	5	5	Y	0	0	5	5
Video Camera, batteries	1	1	Y	0	2	2	2
AM-FM Radios, batteries	0	0	N	0	6	6	6
Calculator, batteries	0	0	N	0	0	0	0
Typewriter, Electric	1	1	Y	0	0	0	1
Typewriter, Manual	0	0	N	0	0	0	0
Portable White Boards and Markers	1	1	Y	0	2	2	2
Flashlights, batteries	5	5	Y	0	1	1	1
GPS Units, batteries	0	0	Y	0	5	0	5
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans	1	1	N	0	5	5	5
SOPs	1	1	N	0	5	5	5
Resource staffing lists	0	0	N	0	2	2	2
Library of reference materials:	1	1	Y	0	5	5	5
• Phone Books	5	5	Y	0	0	0	5
• Resource Lists	5	5	Y	0	0	0	5
• Calendar pads (desk top)	5	5	Y	0	0	0	5
<b>DISPLAYS</b>							
Maps	1	1	N	0	0	1	1
Charts/displays	1	1	N	0	0	1	1
Overhead projectors with screens	0	0	N	0	0	0	0

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
White Boards	1	1	N	0	2	2	2
Pana-Boards	0	0	N	0	0	0	0
Bulletin Boards	1	1	N	0	0	0	0
Easels with flipcharts	0	0	N	0	1	0	1
Flipchart pads	0	0	N	0	0	0	0
Video monitors, players	1	1	Y	0	0	0	1
<b>FURNITURE</b>							
Tables/chairs	6	6	Y	0	0	6	6
Computer Work Stations	6	6	Y	0	0	6	6
Clocks	0	0	N	0	0	0	0
<b>SUPPLIES</b>							
EOC Forms:	0	0	N	0	0	0	0
• Message Forms	0	0	N	0	0	0	0
• Log Forms	0	0	N	0	0	0	0
Blank backup tapes	0	0	N	0	0	0	0
Blank 3.5" floppy diskettes or CDs	5	5	Y	0	0	5	5
Toner: Copier, Laser Printers	2	2	Y	0	0	2	2
Ribbons: Typewriters, Dot Matrix Computer Printers.	2	2	Y	0	0	2	2
Copier paper	1	1	Y	0	0	1	1
Fax paper	0	0	N	0	0	0	1
Computer printer paper	1	1	Y	0	0	1	1
Paper	1	1	Y	0	0	1	1
Carbon paper	0	0	N	0	0	0	0
Pens, Pencils	50	50	Y	0	0	50	50
Erasers	0	0	N	0	0	0	0
Writing pads, tablets	10	10	Y	0	0	10	10
Post-it-pads, various sizes	10	10	Y	0	0	10	10
Telephone memo call pads	0	0	N	0	0	0	0
Staplers, staples, staple removers	6	6	Y	0	0	6	6
Tape Dispensers, tape	6	6	Y	0	0	6	6
Assorted Rubber Bands	50	50	Y	0	0	50	50
Paper Clips, Fasteners	100	100	Y	0	0	100	100
Binder clips, various sizes	0	0	N	0	0	0	0
Rubber Stamps	0	0	N	0	0	0	0
Ink Pads, ink	0	0	N	0	0	0	0
Note Pads	10	10	Y	0	0	10	10
File Folders	100	100	Y	0	0	100	100

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Boxes for filing	0	0	N	0	0	10	10
Clipboards	2	2	Y	0	0	5	5
Tool Kit, screwdrivers, pliers, etc.	0	6	N	0	6	6	6
Cash Boxes	1	1	Y	0	0	1	1
Receipt Books	0	0	N	0	0	0	0
Extension Cords	0	0	N	0	2	2	2
Masking tape	0	0	N	0	0	0	0
Scotch tape	6	6	Y	0	0	6	6
Push pins	20	20	Y	0	50	0	50
Felt tip markers	6	6	Y	0	0	6	6
Marking pens (various colors)	0	0	N	0	6	0	6
Grease pencils	0	0	N	0	0	0	0
Scissors	6	6	Y	0	0	6	6
Name tags	5	5	Y	0	0	0	0
Large manila envelopes	10	10	Y	0	0	50	50
Three hole paper punch	0	0	N	0	0	0	0
3- Ring binders	0	0	N	0	0	0	0
<b>LOGISTICS</b>							
Transportation	0	0	N	0	0	0	0
Agency vehicles	5	5	Y	0	0	5	5
Private vehicles	1	1	Y	0	0	1	1
Public Transportation (Government)	0	0	N	0	0	0	0
Commercial and Private Buses, Taxis	0	0	N	0	0	0	0
<b>EMERGENCY POWER</b>							
Generators, fuel	0	0	N	0	1	1	1
Propane heaters, fuel	0	0	N	0	0	0	0
Uninterrupted Power Systems	0	1	N	0	1	1	1
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications	0	0	N	0	0	0	0
Gas	0	0	N	0	0	0	0
Electric	1	1	N	0	0	1	1
Water	1	1	N	0	0	1	1
Sewer	1	1	N	0	0	1	1
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles	0	0	N	0	0	1	1

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Fuel	1	1	N	0	0	1	1
Tires	0	0	N	0	0	10	10
Maintenance	0	0	N	0	0	0	0
Ground Service for Mail	1	1	N	0	0	1	1
UPS	0	0	N	0	0	0	0
FEDEX	0	0	N	0	0	0	0
Courier Service	1	1	Y	0	0	1	1
Banking	0	0	N	0	0	0	0
• Direct Deposits	0	0	N	0	0	0	0
<b>LIFE SUPPORT</b>							
Drinking water	0	0	N	0	1	1	1
Nonperishable food	0	0	N	0	1	1	1
Hygiene products	0	0	N	0	1	1	1
Sanitation facilities, supplies	1	1	N	0	0	1	1
• Sanitation kits: chemical disinfectants, commode seats, toilet paper	0	0	N	0	6	6	6
Exercise and recreation facilities	1	1	N	0	0	0	0
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs	5	5	Y	0	0	5	5
Blankets	0	0	N	0	0	6	6
First Aid Kits	5	5	Y	0	0	7	7
Life Pack (defibrillator)	0	0	N	0	5	0	5
Fire Extinguishers	5	5	Y	0	5	10	10
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	0	0	N	0	0	0	0
Sponges	0	0	N	0	0	0	0
Mops	0	0	N	0	0	0	0
Buckets, Pails	0	0	N	0	0	0	0
Disinfectants	0	0	N	0	0	0	0
Trash cans	0	0	N	0	0	0	0
Wastepaper Baskets	6	6	Y	0	0	6	6

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**  
 Developed for: Sheriff's Department - **Sector 6 Patrol**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net							
Sky Cell							
Radios/Systems:							
• 800 MHz	19						
• VHF	2						
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• Switchboard							
• Land lines	2						
• Fax lines	1						
• Data lines	1						
• Cell	8						
Pagers							
Internet Access/Email	1						
AM/FM Radios	1						
T.V.	1						
• TV Cable and Satellite Connections.	1						
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)							
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	5						
Computers, laptop	17						
Printers	3						
Software:							
• HurriVac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word							
• Email							

## EOC/COOP EQUIPMENT / SUPPLY MATRIX

Developed for: Sheriff's Department - **Sector 7 Patrol**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net	0	0		6	6		
Sky Cell							
Radios/Systems:							
• 800 MHz	38	38					
• VHF							
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• Switchboard							
• Land lines	15	6					
• Fax lines	1	1					
• Data lines	T3 for County						
• Cell	7	7					
Pagers							
Internet Access/Email	Everyone						
AM/FM Radios	All cars & 4 in Station						
T.V.	2	2					
• TV Cable and Satellite Connections.	4	4					
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)	1	1					
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	9	9					
Computers, laptop	34	34					
Printers	6	6					
Software:							
• Hurrivac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word	All	All					
• Email	All	All					

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Networking	All	All					
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips							
Power cables							
Data cables							
Portable Printer							
Photocopier	1	1					
Portable Photocopier							
Fax Machine	1	1					
Tape Recorder, batteries	7	7					
Digital or 35mm Camera, batteries	5	5					
Video Camera, batteries							
AM-FM Radios, batteries	1	1					
Calculator, batteries							
Typewriter, Electric	0	0					
Typewriter, Manual							
Portable White Boards and Markers	1	1					
Flashlights, batteries	34	34					
GPS Units, batteries							
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans	2	2					
SOPs	1	1					
Resource staffing lists	1	1					
Library of reference materials:	1	1					
• Phone Books	6	6					
• Resource Lists							
• Calendar pads (desk top)	4	4					
<b>DISPLAYS</b>							
Maps	2	2					
Charts/displays							
Overhead projectors							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
with screens							
White Boards	1	1					
Pana-Boards							
Bulletin Boards	1	1					
Easels with flipcharts							
Flipchart pads							
Video monitors, players	1	1					
<b>FURNITURE</b>							
Tables/chairs	1/10	1/10					
Computer Work Stations	9	9					
Clocks	1	1					
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms							
• Log Forms							
Blank backup tapes							
Blank 3.5" floppy diskettes or CDs							
Toner: Copier, Laser Printers	1	1					
Ribbons: Typewriters, Dot Matrix Computer Printers.							
Copier paper	2 Cases	2 Cases					
Fax paper	Same as Copy						
Computer printer paper							
Paper							
Carbon paper							
Pens, Pencils	Several						
Erasers							
Writing pads, tablets							
Post-it-pads, various sizes							
Telephone memo call pads							
Staplers, staples, staple removers							
Tape Dispensers, tape							
Assorted Rubber Bands							
Paper Clips, Fasteners							
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
File Folders							
Boxes for filing							
Clipboards							
Tool Kit, screwdrivers, pliers, etc.	1	1					
Cash Boxes	1	1					
Receipt Books							
Extension Cords							
Masking tape							
Scotch tape							
Push pins							
Felt tip markers							
Marking pens (various colors)							
Grease pencils							
Scissors							
Name tags							
Large manila envelopes							
Three hole paper punch	1	1					
3- Ring binders	7	7					
<b>LOGISTICS</b>							
Transportation							
Agency vehicles	34	34					
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel	1	1					
Propane heaters, fuel							
Uninterrupted Power Systems	Generator with ups						
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications							
Gas							
Electric							
Water							
Sewer							
<b>COMMERCIAL VENDORS (LIST):</b>							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Vehicles							
Fuel							
Tires							
Maintenance							
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water	1 Dispenser	10 Bottles Water					
Nonperishable food	0						
Hygiene products	0						
Sanitation facilities, supplies	1 Bathroom/ Shower						
• Sanitation kits: chemical disinfectants, commode seats, toilet paper	0						
Exercise and recreation facilities	0	0					
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs	36	36					
Blankets							
First Aid Kits	34	34					
Life Pack (defibrillator)	3	3					
Fire Extinguishers	34	34					
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	1	1					
Sponges							
Mops	1	1					
Buckets, Pails	1	1					
Disinfectants	5 Gal	5 Gal					
Trash cans	2	2					
Wastepaper Baskets	9	9					

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**  
**Developed for: Sheriff's Department - Criminal Investigation Unit (CIU) 6/7**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net							
Sky Cell							
Radios/Systems:							
• 800 MHz	7		4		4		4
• VHF							
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:	7						
• Switchboard							
• Land lines	7		N				4
• Fax lines			N	1			1
• Data lines	7	4	N			4	4
• Cell			Y				
Pagers							
Internet Access/Email	7		Y				7
AM/FM Radios	1		Y				
T.V.	1		Y				
• TV Cable and Satellite Connections.	1	1	N			1	
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)							
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	7		N				
Computers, laptop		7			7	7	
Printers	7				4	4	
Software:							
• Hurrivac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word	7		Y		7		
• Email	7		Y		7		
Networking							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:	7		Y		7		
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips	7		N		7	7	
Power cables			N		7	7	
Data cables			N		7	7	
Portable Printer		2					
Photocopier							
Portable Photocopier	1		Y		1		
Fax Machine			N	1			
Tape Recorder, batteries	7		Y		7		
Digital or 35mm Camera, batteries	7		Y		4		4
Video Camera, batteries	2		Y		1		
AM-FM Radios, batteries	1						
Calculator, batteries				2			
Typewriter, Electric			Y	1			
Typewriter, Manual							
Portable White Boards and Markers		1	N		1	1	
Flashlights, batteries	7	7	Y			7	
GPS Units, batteries							
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans		1	Y				
SOPs	1		N				
Resource staffing lists	1		N				
Library of reference materials:							
• Phone Books	1		N				
• Resource Lists	1		N				
• Calendar pads (desk top)		1	N			1	
<b>DISPLAYS</b>							
Maps	3	3	Y				
Charts/displays							
Overhead projectors with screens							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
White Boards	1		N	1			
Pana-Boards							
Bulletin Boards							
Easels with flipcharts							
Flipchart pads							
Video monitors, players	2		Y		2		
<b>FURNITURE</b>							
Tables/chairs		10	N				
Computer Work Stations	7		N		7		
Clocks					2		
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms							
• Log Forms							
Blank backup tapes	24		Y		24		
Blank 3.5" floppy diskettes or CDs							
Toner: Copier, Laser Printers							
Ribbons: Typewriters, Dot Matrix Computer Printers.	1		Y		1		1
Copier paper	4		N				
Fax paper							
Computer printer paper							
Paper	5						
Carbon paper							
Pens, Pencils	32		N				
Erasers							
Writing pads, tablets							
Post-it-pads, various sizes							
Telephone memo call pads							
Staplers, staples, staple removers	7		N		7		7
Tape Dispensers, tape	7		N		7		7
Assorted Rubber Bands							
Paper Clips, Fasteners							
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads	7		N		7	7	
File Folders				32	32		

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Boxes for filing					1	7	
Clipboards	3	3	Y				3
Tool Kit, screwdrivers, pliers, etc.			N		2		2
Cash Boxes			N				
Receipt Books			N				
Extension Cords			Y	2	4	4	
Masking tape			N	3			
Scotch tape			N	5		5	
Push pins				1		1	
Felt tip markers				5		5	
Marking pens (various colors)			N	7		7	
Grease pencils			N				
Scissors			N	7			
Name tags			N				
Large manila envelopes			N				
Three hole paper punch			N	1	1		1
3- Ring binders			N	3	3		3
<b>LOGISTICS</b>							
Transportation							
Agency vehicles	7	7	Y			7	
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel					2	2	
Propane heaters, fuel					10	10	
Uninterrupted Power Systems							
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications							
Gas							
Electric							
Water							
Sewer							
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Fuel							
Tires							
Maintenance							
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water							
Nonperishable food							
Hygiene products							
Sanitation facilities, supplies							
• Sanitation kits: chemical disinfectants, commode seats, toilet paper							
Exercise and recreation facilities							
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs							
Blankets							
First Aid Kits							
Life Pack (defibrillator)							
Fire Extinguishers							
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms							
Sponges							
Mops							
Buckets, Pails							
Disinfectants							
Trash cans							
Wastepaper Baskets							

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**  
Developed for: Sheriff's Department - **Traffic**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net							
Sky Cell							
Radios/Systems:							
• 800 MHz	9						
• VHF							
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• Switchboard							
• Land lines							
• Fax lines							
• Data lines							
• Cell	1						
Pagers							
Internet Access/Email	10						
AM/FM Radios	9						
T.V.							
• TV Cable and Satellite Connections.							
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)							
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	2						
Computers, laptop	9						
Printers	1			2			
Software:							
• Hurrivac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word	12						
• Email	10						
Networking							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips							
Power cables							
Data cables							
Portable Printer				2			
Photocopier							
Portable Photocopier							
Fax Machine							
Tape Recorder, batteries							
Digital or 35mm Camera, batteries	1						
Video Camera, batteries							
AM-FM Radios, batteries							
Calculator, batteries	2						
Typewriter, Electric							
Typewriter, Manual							
Portable White Boards and Markers							
Flashlights, batteries	14						
GPS Units, batteries							
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans							
SOPs	1						
Resource staffing lists		2					
Library of reference materials:							
• Phone Books							
• Resource Lists							
• Calendar pads (desk top)	2						
<b>DISPLAYS</b>							
Maps							
Charts/displays							
Overhead projectors with screens							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
White Boards							
Pana-Boards							
Bulletin Boards							
Easels with flipcharts							
Flipchart pads							
Video monitors, players							
<b>FURNITURE</b>							
Tables/chairs							
Computer Work Stations							
Clocks							
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms							
• Log Forms							
Blank backup tapes							
Blank 3.5" floppy diskettes or CDs	12						
Toner: Copier, Laser Printers							
Ribbons: Typewriters, Dot Matrix Computer Printers.							
Copier paper							
Fax paper							
Computer printer paper							
Paper							
Carbon paper							
Pens, Pencils							
Erasers							
Writing pads, tablets							
Post-it-pads, various sizes							
Telephone memo call pads							
Staplers, staples, staple removers							
Tape Dispensers, tape							
Assorted Rubber Bands							
Paper Clips, Fasteners	79						
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads							
File Folders							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Boxes for filing							
Clipboards							
Tool Kit, screwdrivers, pliers, etc.							
Cash Boxes							
Receipt Books							
Extension Cords							
Masking tape							
Scotch tape							
Push pins							
Felt tip markers							
Marking pens (various colors)							
Grease pencils							
Scissors							
Name tags							
Large manila envelopes							
Three hole paper punch							
3- Ring binders							
<b>LOGISTICS</b>							
Transportation							
Agency vehicles	15						
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel							
Propane heaters, fuel							
Uninterrupted Power Systems							
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications							
Gas							
Electric							
Water							
Sewer							
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Fuel							
Tires							
Maintenance							
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water		9 People				9 People	
Nonperishable food		9 People					9 People
Hygiene products							
Sanitation facilities, supplies							
• Sanitation kits: chemical disinfectants, commode seats, toilet paper							
Exercise and recreation facilities							
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs	14						
Blankets							
First Aid Kits	9						
Life Pack (defibrillator)							
Fire Extinguishers							
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms							
Sponges							
Mops							
Buckets, Pails							
Disinfectants							
Trash cans							
Wastepaper Baskets							

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**  
 Developed for: Sheriff's Department - **Special Operations (Spec Ops)**

Note: We can supplement most of our supplies from other sub-stations. Listed are items needed that cannot be obtained from other sub-stations.

<b>Equipment/ Supply</b>	<b>Primary Have (Enter #'s)</b>	<b>Primary Need (Enter #'s)</b>	<b>Relocate Y/N</b>	<b>Alternate Have (Enter #'s)</b>	<b>Alternate Need (Enter #'s)</b>	<b>Needed Within 12 Hrs</b>	<b>Needed After 12 Hrs</b>
<b>COMMUNICATIONS</b>							
• 800 MHz	8						
• Cell	8						
<b>WARNING</b>							
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	8						
<b>OTHER EQUIPMENT</b>							
Digital or 35mm Camera, batteries	8						
Video Camera, batteries	3						
<b>DOCUMENTS</b>							
<b>DISPLAYS</b>							
<b>FURNITURE</b>							
<b>SUPPLIES</b>							
<b>LOGISTICS</b>							
Agency vehicles	8						
<b>EMERGENCY POWER</b>							
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
<b>COMMERCIAL VENDORS (LIST):</b>							
<b>LIFE SUPPORT</b>							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
SAFETY							
GARBAGE, TRASH SUPPLIES							

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**  
Developed for: Sheriff's Department - Bureau of Corrections

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net	0						
Sky Cell	0						
Radios/Systems:							
• 800 MHz	0	30	Y	0	30	Y	Y
• VHF	16	0	Y	16	0	N	N
• UHF	40	0	Y	40	0	N	N
• Civil Air Patrol	0						
• County-to-County	0						
• Amateur	0						
Phones:							
• Switchboard	0						
• Land lines	0						
• Fax lines	0						
• Data lines	0						
• Cell	10	10	Y	0	0	Y	Y
Pagers	12	0	Y	0	0	N	N
Internet Access/Email	6	2	Y	4	0	Y	Y
AM/FM Radios	6	2	Y	4	0	Y	Y
T.V.							
• TV Cable and Satellite Connections.	12	1	N	11	0	Y	Y
<b>WARNING</b>							
Dialogic	0						
DTN (weather warning system)	0						
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	20	0	N	20	0	N	N
Computers, laptop	2	2	Y	0	0	Y	Y
Printers	2	2	Y	0	0	Y	Y
Software:							
• Hurrivac	0						
• CAMEO	0						
• MarPlot	0						
• Aloha	0						
• EOC Manager	0						
• Microsoft Word	2	2	Y	20	0	Y	Y
• Email	2	2	Y	20	0	Y	Y
Networking							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:	0						
• PSN	0						
• ESF 5	0						
• Specific ESF	0						
• "F" Drive	0						
• Dialogic	0						
• GIS	0						
<b>OTHER EQUIPMENT</b>							
Power surge strips	2	2	Y	0	0	Y	Y
Power cables	2	2	Y	0	0	Y	Y
Data cables	2	2	Y	0	0	Y	Y
Portable Printer	2	2	Y	0	0	Y	Y
Photocopier	2	0	N	0	0	N	Y
Portable Photocopier	1	1	Y	0	0	Y	Y
Fax Machine	2	1	Y	1	0	N	Y
Tape Recorder, batteries	1	1	Y	0	0	N	Y
Digital or 35mm Camera, batteries	3	2	Y	1	0	Y	Y
Video Camera, batteries	1	1	Y	0	0	N	Y
AM-FM Radios, batteries	6	2	Y	4	0	Y	Y
Calculator, batteries	2	2	Y	0	0	N	Y
Typewriter, Electric	1	1	Y	0	0	N	Y
Typewriter, Manual	0	0	N	0	0	N	Y
Portable White Boards and Markers	0	4	Y	0	4	Y	Y
Flashlights, batteries	100	100	Y	0	0	Y	Y
GPS Units, batteries	0		N	0	0	N	Y
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans	10	2	Y	8	0	Y	Y
SOPs	30	4	Y	26	0	Y	Y
Resource staffing lists	1 Master	1	Y	0	0	Y	Y
Library of reference materials:							
• Phone Books	30	4	Y	26	0	N	Y
• Resource Lists	1 Master	1	Y	0	0	Y	Y
• Calendar pads (desk top)	10	2	Y	8	0	N	Y
<b>DISPLAYS</b>							
Maps	2	20	Y	0	18	Y	Y
Charts/displays	0	0		0	0	N	Y
Overhead projectors with screens	1	1	Y	0	0	N	Y

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
White Boards	0	4		0	4	N	Y
Pana-Boards	0	0	N	0	0	N	N
Bulletin Boards	20	2	N	0	0	N	Y
Easels with flipcharts	1	1	Y	0	0	N	Y
Flipchart pads	1	4	Y	0	0	N	Y
Video monitors, players	1	1	Y	0	0	N	Y
<b>FURNITURE</b>							
Tables/chairs	7/50	7/50	Y	0	0	Y	Y
Computer Work Stations	0	0	N	0	0	Y	Y
Clocks	20	0	N	0	0	N	Y
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms	0	0	N	0	0	N	N
• Log Forms	1 Master	100 Copies	Y	0	0	Y	Y
Blank backup tapes	0	0	N	0	0	N	N
Blank 3.5" floppy diskettes or CDs	100	10	Y	0	0	Y	Y
Toner: Copier, Laser Printers	10	4	Y	0	0	N	Y
Ribbons: Typewriters, Dot Matrix Computer Printers.	1	1	Y	0	0	N	Y
Copier paper	100 Reams	10 Reams	Y	0	0	Y	Y
Fax paper	10	2	Y	0	0	N	Y
Computer printer paper	0	0	N	0	0	N	N
Paper	0	0	N	0	0	N	N
Carbon paper	0	0	N	0	0	N	N
Pens, Pencils	100	50	Y	0	0	Y	Y
Erasers	0	0	N	0	0	N	N
Writing pads, tablets	100	50	Y	0	0	Y	Y
Post-it-pads, various sizes	100	100	Y	0	0	Y	Y
Telephone memo call pads	12	12	Y	0	0	N	Y
Staplers, staples, staple removers	30	6	Y	0	0	N	Y
Tape Dispensers, tape	30	6	Y	0	0	N	Y
Assorted Rubber Bands	1 Gross	1 Pkg.	Y	0	0	N	Y
Paper Clips, Fasteners	1 Gross	10 Pkg.	Y	0	0	Y	Y
Binder clips, various sizes	100 Boxes	10	Y	0	0	N	Y
Rubber Stamps	0	0	N	0	0	N	N
Ink Pads, ink	0	0	N	0	0	N	N
Note Pads	50	50	N	0	0	Y	Y

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
File Folders	100 Boxes	50 Boxes	Y	0	0	Y	Y
Boxes for filing	0	100	Y	0	0	Y	Y
Clipboards	10	10	Y	0	0	Y	Y
Tool Kit, screwdrivers, pliers, etc.	3	2	Y	0	0	Y	Y
Cash Boxes	2	2	Y	0	0	N	Y
Receipt Books	2	2	Y	0	0	N	Y
Extension Cords	10	10	Y	0	0	Y	Y
Masking tape	100	50	Y	0	0	N	Y
Scotch tape	100	50	Y	0	0	N	Y
Push pins	0	0	N	0	0	N	N
Felt tip markers	100	100	N	0	0	Y	Y
Marking pens (various colors)	100	100	N	0	0	Y	Y
Grease pencils	0	0	N	0	0	N	N
Scissors	20	10	Y	0	0	N	Y
Name tags	0	0	N	0	0	N	N
Large manila envelopes	100	100	Y	0	0	N	Y
Three hole paper punch	3	2	Y	0	0	N	Y
3- Ring binders	24	24	Y	0	0	N	Y
<b>LOGISTICS</b>							
Transportation	2 Buses 5 Vans	2 Buses 5 Vans	Y	0	0	Y	Y
Agency vehicles	3	3	Y	0	0	Y	Y
Private vehicles	0	0	N	0	0	N	N
Public Transportation (Government) Buses	0	30	Y	0	30	Y	Y
Commercial and Private Buses, Taxis	0	0	N	0	0	0	0
<b>EMERGENCY POWER</b>							
Generators, fuel	0	1	Y	1	1	Y	Y
Propane heaters, fuel	0	1	Y	0	4	Y	Y
Uninterrupted Power Systems	2	2	Y	0	0	Y	Y
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications						Y	Y
Gas						Y	Y
Electric						Y	Y
Water						Y	Y
Sewer						Y	Y
<b>COMMERCIAL</b>							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>VENDORS (LIST):</b>							
Vehicles	0	0	N	0	0	N	N
Fuel	0	1000 Gal	Y	0	0	Y	Y
Tires	6					N	Y
Maintenance						N	Y
Ground Service for Mail						N	Y
UPS						N	Y
FEDEX						N	Y
Courier Service						N	N
Banking							
• Direct Deposits						N	Y
<b>LIFE SUPPORT</b>							
Drinking water	0	1000 Gal	Y	0	1000 Gal	Y	Y
Nonperishable food	*	**	Y	0	***	N	N
Hygiene products	100 Boxes	50 Boxes	Y	50	50	N	N
Sanitation facilities, supplies	0	Porta-Johns	Y	0	25	N	N
• Sanitation kits: chemical disinfectants, commode seats, toilet paper	60 Cases/ 56 Rolls per Case	USC 150 Rolls of TP per Day				Y	Y
Exercise and recreation facilities	0	0	N	200 Games	100 Games	N	Y
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs	100	100	Y	0	0	Y	Y
Blankets	650	650	Y	0	0	Y	Y
First Aid Kits	12	12	Y	0	0	Y	Y
Life Pack (defibrillator)	0	1	Y	0	0	Y	Y
Fire Extinguishers	37	30	Y	0	0	Y	Y
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	40	10	Y	30	0	N	Y
Sponges	150	50	Y	100	0	N	Y
Mops	40	10	Y	30	0	N	Y
Buckets, Pails	10	5	Y	5	0	N	Y
Disinfectants	200 Gal	30 Gal	Y	170 Gal	0	N	Y
Trash cans	50	25	Y	25	0	N	Y
Wastepaper Baskets	50	25	Y	30	0	N	Y

\* Have a 2-week supply on hand for all inmates and Corrections Officers.

\*\* 1030 meals in first 48 hours.

\*\*\* Need 3 meals per day per person, average of 650 inmates and officers.

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## EOC/COOP EQUIPMENT / SUPPLY MATRIX

Developed for: Sheriff's Department - **Communications (9-1-1)**

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net							
Sky Cell							
Radios/Systems:							
• 800 MHz	1	1	N		1	Y	
• VHF							
• UHF	1	1	N		1	Y	
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• 911 lines	16	16	N		16	Y	
• Land lines	8	8	N		8	Y	
• Fax lines	1	1	N		1	Y	
• Data lines	1	1	N		1	Y	
• Cell							
Pagers							
Internet Access/Email	1	1	Y		1	Y	
AM/FM Radios							
T.V.							
• TV Cable and Satellite Connections.	1	1	N		1	Y	
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)	1	1	N		1	Y	
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop	15	15	N		12	Y	
Computers, laptop							
Printers	3	3	N		3	Y	
Software: SmartCop / CAD	1	1	N		1	Y	
• Hurrivac							
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word							
• Email	1	1	N		1	Y	
Networking	1	1	N		1	Y	

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips	5	5	N		5	Y	
Power cables							
Data cables	15	15	N		12	Y	
Portable Printer							
Photocopier	1	1	N		1	Y	
Portable Photocopier							
Fax Machine	1	1	N		1	Y	
Tape Recorder, batteries							
Digital or 35mm Camera, batteries							
Video Camera, batteries							
AM-FM Radios, batteries							
Calculator, batteries							
Typewriter, Electric							
Typewriter, Manual							
Portable White Boards and Markers							
Flashlights, batteries							
GPS Units, batteries							
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans							
SOPs	1	1	N		1	Y	
Resource staffing lists							
Library of reference materials:							
• Phone Books	3	2	N		2	Y	
• Resource Lists							
• Calendar pads (desk top)							
<b>DISPLAYS</b>							
Maps							
Charts/displays							
Overhead projectors with screens							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
White Boards							
Pana-Boards							
Bulletin Boards							
Easels with flipcharts							
Flipchart pads							
Video monitors, players							
<b>FURNITURE</b>							
Tables/chairs	6	6	N		4	Y	
Computer Work Stations	6	6	N		4	Y	
Clocks							
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms							
• Log Forms							
Blank backup tapes							
Blank 3.5" floppy diskettes or CDs							
Toner: Copier, Laser Printers	1	1	N		1	Y	
Ribbons: Typewriters, Dot Matrix Computer Printers.							
Copier paper	1 box	1 box			1 box		
Fax paper	1 box	1 box			1 box		
Computer printer paper	1 box	1 box			1 box		
Paper							
Carbon paper							
Pens, Pencils							
Erasers							
Writing pads, tablets	20	5			10		
Post-it-pads, various sizes							
Telephone memo call pads							
Staplers, staples, staple removers							
Tape Dispensers, tape							
Assorted Rubber Bands							
Paper Clips, Fasteners							
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads							
File Folders							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Boxes for filing							
Clipboards							
Tool Kit, screwdrivers, pliers, etc.							
Cash Boxes							
Receipt Books							
Extension Cords							
Masking tape							
Scotch tape							
Push pins							
Felt tip markers							
Marking pens (various colors)							
Grease pencils							
Scissors							
Name tags							
Large manila envelopes							
Three hole paper punch							
3- Ring binders							
<b>LOGISTICS</b>							
Transportation							
Agency vehicles							
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel	1	1	N		1	Y	
Propane heaters, fuel							
Uninterrupted Power Systems	1	1	N		1	Y	
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications	Essential						
Gas							
Electric	Essential						
Water	Essential						
Sewer	Essential						
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Fuel							
Tires							
Maintenance							
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water	5 bottles	5 bottles			5 bottles		
Nonperishable food							
Hygiene products							
Sanitation facilities, supplies							
• Sanitation kits: chemical disinfectants, commode seats, toilet paper							
Exercise and recreation facilities							
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs							
Blankets							
First Aid Kits	1	1	N		1	Y	
Life Pack (defibrillator)							
Fire Extinguishers	1	1	N		1	Y	
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms	1	1					
Sponges	1	1					
Mops	1	1					
Buckets, Pails	1	1					
Disinfectants	1	1					
Trash cans	1	1					
Wastepaper Baskets	5	5					

**ANNEX E: COOP Teams.**

1. General. The Sheriff's Office and 9-1-1 General Orders and SOPs contain the following:
  - Procedures to alert officials and staff of an actual or impending event exists.
  - Procedures to ensure essential and non-essential staff that safety concerns during an emergency requiring relocation.
  - Normal vs. emergency personnel issues of employment.
  - Emergency use of employees.
  - Employees and their families are encouraged to prepare for emergency situations.
  - Personnel notification/contact lists.
2. COOP Teams.
  - a. COOP Advance Team (COOP-A): These are personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.
    - (1) Sheriff's Office:
      - Bureau Administrator.
      - Colonel.
      - Sector Captain.
      - Sector Lieutenant.
    - (2) 911:
      - 911 Supervisor.
      - 911 Call Takers/Dispatchers.
  - b. COOP Sustainment Team (COOP-S): These are personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.
    - (1) Sheriff's Office:
      - Sheriff's support staff.
      - Patrol personnel.
    - (2) 911:
      - 911 Supervisor.
      - 911 Call Takers/Dispatchers.
  - c. Non COOP personnel (N-COOP): Personnel who are not designated to a COOP Team may be directed to move to some other County facility or duty station, or may be advised to remain or return home pending further instruction.



**ANNEX F: Key Contact List.**

Detailed lists of key contacts, personnel, vendors and suppliers are available and maintained at the dispatch/communications center, on the internet, and ESF 16 (on disk). The master document is updated daily and is published separately.

**ANNEX G: Delegation of Authority.**

1. Authorized successors have pre-delegated authority for making policy determinations and decisions.
2. The Sheriff's Office and 9-1-1 General Orders and SOPs provides the following:
  - The programs and administrative authorities needed for effective operations at all organizational levels having emergency responsibilities are identified.
  - The circumstances under which the authorities would be exercised are identified.
  - The necessary authorities at all points where emergency actions may be required, delineating the limits of authority and accountability are documented.
  - The authority of designated successors to exercise department direction, including any exceptions, and the successor's authority to re-delegate functions and activities are documented
  - The circumstances under which delegated authorities would become effective and when they would terminate are indicated. (Generally, predetermined delegations of authority would take effect when normal channels of direction are disrupted and would terminate when these channels have resumed).
  - Officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties.
  - Responsibilities and authorities of individual department representatives designated to participate as members of interagency emergency response teams are specified.
  - A delegation of authority within the department to command emergency response activities is identified.
  - Roles or titles rather than names for the delegation of authority are identified.
  - A delegation of authority at the Alternate Operating Facility (AOF) to command emergency response activities in the event of department relocation is identified.

**3. Example Delegation of Authority Memorandum.**

See next page for Example.

**Example**  
**Delegation of Authority Memorandum**

Date:

**Memorandum**

To:

From:

Subject: Delegation of Authority

Pursuant to Section \_\_\_\_\_, the authority to take actions listed below is hereby delegated to you in your respective positions in (agency/department/division name) to the incumbents of the positions designated herein. This delegation is effective as of (date).

List tasks to be covered in this delegation (see Examples listed) and to whom those delegations will be made. (Examples: Travel authorization; Leave authorization; Purchase requisitions/spending authority; Execution of Contractual agreements; Other Tasks:)

All authority hereby delegated shall be exercised in accordance with applicable laws, rules, administrative directives, and budget allocations. This authority cannot be re-delegated.

\_\_\_\_\_  
Signature of the Director (*or other appropriate authority*)

**ANNEX H: Orders of Succession.**

1. General. The Sheriff's Office and 9-1-1 General Orders and SOPs contain the following:
  - a. Order of Succession of sufficient depth to ensure the department's ability to perform essential functions while remaining a viable part of County Government through any emergency.
  - b. Roles or titles (rather than names) for the order of succession.
  - c. Procedures to revise orders of succession as necessary, and distribute revised versions promptly as changes occur.
  - d. Conditions under which succession will take place.
2. Orientation programs to prepare successors for their emergency duties are conducted.
3. The following positions in the order enumerated below have the sole authority to activate/deactivated the COOP and determine appropriate actions for the delegation of authority when the COOP is activated:
  - Details are found in the Sheriff's Office and 9-1-1 General Orders and SOPs.
4. All successors assume the authority(ies) of the position they are succeeding to.
5. Orientation programs are conducted annually or whenever there is a change in the organization structure or staffing.

## **ANNEX I: Designated Alternate Facilities.**

### 1. General.

- An immediate capability is in place to perform essential functions under various threat conditions, including threats involving weapons of mass destruction.
- Directions and maps/diagrams to the relocation site are found in the Sheriff's Office and 9-1-1 General Orders and SOPs.

### 2. The following Designated Alternate Facilities are designated based on consideration of mission essential functions and the ability to accommodate key staff:

#### (a) Alternate sites for the Sheriff's Office are:

- For the Headquarters, it is the Jail.
- For the Jail, it will be a location on the mainland to be determined at the time.
- For the Cudjoe (Big Pine) Substation, it is Headquarters
- For the Marathon Substation, it is the Sheriff's Hangar at the airport or the EOC.
- For the Islandorada Substation, it is the Plantation Key (Key Largo) Substation.
- For the Ocean Reef Substation, it is the Key Largo Substation.

#### (b) Alternate sites for 911 are:

- Emergency Operations Center.
- Sheriff's Mobile Command Post.

### 3. Appropriate physical security and access controls are in place, and include:

- Physical security of primary and alternate sites is provided by the Monroe County Sheriff's Office and 9-1-1 (MSO).
- Personnel access controls at primary facility are by the MSO. Personnel access controls at ARP is by the MSO.
- Computer Information systems, cyber security provided and coordinated by Monroe County Technical Services.
- Communications security provided and coordinated by the County Communications Department.

### 4. Assembly Areas:

#### (a) Assembly areas for the Sheriff's Office

- Headquarters (Stock Island)
- Jail (Stock Island)
- Cudjoe (Big Pine) Substation
- Marathon Substation
- Islandorada Substation
- Plantation Key (Key Largo) Substation
- Ocean Reef Substation

- Mobile Command Post
- (b) Assembly areas for 911
- Communications Center
  - Mobile Command Post
5. Any Alternate Facility identified and rated will be reevaluated for suitability and functionality. The annual review of the COOP will include a review of the Alternate Facilities to ensure that the facilities still meet the current needs. Recommendations will become part of the remedial action process and any shortfalls in the equipment, maintenance, or improvement and modernization of the facilities will be incorporated into the Program Management Plan.
6. Alternate Facility Planning Considerations.
- a. Compatibility: Hardware, software, and communications that are or would have to be installed at the alternate site must be the same as or compatible with original equipment supported.
  - b. Accessibility: The alternate site must be readily accessible, but not so close as to share the same disaster.
  - c. Reliability: The alternate site must be capable of supporting the operations of the affected office(s) 24 hours a day, seven days a week. Maintenance for site equipment, hardware and communications should be on-site or on-call.
  - d. Capacity: The alternate site and facility/computer equipment must have sufficient floor space, heating/cooling/power, communications lines, and memory capacity to support the suite of equipment required.
  - e. Security: The physical security at the alternate site must be sufficient to protect the sensitivity of the information and data.
  - f. Time to prepare: There must be sufficient time to prepare for the disaster, including time to prepare/convert data and software, prepare the site, prepare/store supplies, forms and documentation, obtain/install power and communications circuits, and prepare and test the COOP.
  - g. Support & Assistance: There must be on-site technical support and assistance to set-up and configure the hardware, software, and communications.
  - h. Cost: Cost factors can be subdivided into three categories:
    - Preparation costs include cost of any equipment or LAN/WAN.
    - Maintenance costs include hardware, software, or telecommunications maintenance/lease fees.
    - Execution costs are incurred in declaring a disaster and executing the COOP, including rent, travel, and per diem.

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**ANNEX J: Interoperable Communications.**

1. In general, telecommunications and information systems capabilities exist on a limited basis at each primary alternate facility. See Annex D: COOP Equipment/Supply Matrix.
2. Available Internal Communications includes:
  - 800 MHz radios.
  - Pagers.
  - Cell phones.
  - Telephones.
  - Email.
3. Available External Communications includes:
  - Computers.
  - Cell phones.
  - 800 MHz radios.
  - Mobile command center.
  - Portable interoperable communications briefcases.
  - Telephone.

**ANNEX K: Vital Records and Databases.**

1. Vital records and databases necessary for performing mission essential functions have been identified. These include:
  - Payroll.
  - Personnel.
  - Criminal records.
  - Administrative documents.
  - Retirement.
  - ESF # 16.
  - 9-1-1/CAD Database.
2. A vital records and database backup strategy is maintained in cooperation with the County's Technical Services Department.
  - a. Vital Records: All business documentation, files that would be necessary for resumption and recovery purposes are backed up and stored/located safely away from the primary facility using a rotation schedule that minimizes data loss.
  - b. Computer Data: All computer files required to implement resumption of the current operating environments, and/or that support time-sensitive business operations are backed up daily. This information is rotated to a safe offsite location according to a schedule that minimizes data loss and the effort to reconstruct production environments. The type of backups and the timing of the off-site rotation and retention are approved by Department management and are considered sufficient to minimize the re-entry/re-construction of data and the recreation/forward recovery of files to current status.
3. Separate master copies of all operating system and specific application program software, together with copies of all applicable hardcopy documentation and operating manuals are maintained.
4. Appropriate individual(s) prepare backup copies of all electronic files on a regular (e.g., not less than weekly) basis, maintain copies of all required references and hardcopy files, and store the backup copies in a secure off-site location.

## **ANNEX L: Tests, Training and Exercises.**

1. A training and exercise schedule designed to test and evaluate the COOP is maintained. The department will consider the following:
  - Exercises to test individual essential elements, interrelated elements or entire plan(s).
  - Tests and training to demonstrate viability and interoperability of COOP plans.
  - Training for department COOP contingency staffs and emergency personnel to ensure currency of knowledge of responsibilities and integration of skills necessary to implement COOP plans and carry out essential functions.
  - Testing of alert and notification procedures and systems for any type of emergency conducted at least quarterly.
  - Orientation for COOP contingency staffs arriving at an alternate operating facility.
  - COOP exercises for a full deployment to the alternate site conducted annually.
  
2. Tests, training and exercises focus on the SOPs and data required by the various COOP personnel and Teams needed to perform their designated roles. Tests, training and exercises will include the following:
  - Priority Contact List (including employee names and contact information).
  - Employee/Contractor Notification List (containing a directed list of who is to contact who regarding the communication of continuity information).
  - Team Member Roster (identifies the specific individuals belonging to each Team, and their contact information).
  - Team Task List with Dependencies (consists of a detailed, step-by-step listing of each task to be performed by the members of the various continuity teams. Where a specific task must await action by a member of another team, this is so noted, and the task/responsible individual is identified. This area is key to the entire COOP. Each task is also separately identified by a unique number that identifies both the team and the order of execution. Additionally, the task sheets contain room to check off task completion, and the expected/actual times to complete).
  - Enterprise Process Configuration (lists, for each IT System or Process, the associated software, equipment, supplies, network Information and responsible Teams).
  - Vendor Representatives (contains a listing of all applicable vendor contact information, including local representatives and focal points within the organization).
  - Location Information (contains the location of all off-site storage, alternate operating locations, record repositories, etc. Driving instructions and personnel focal point contact information is also included for each location).
  - Vital Records (includes a listing of all necessary documents, manuals, diskettes, CD-ROMs and all other media necessary to implementing the COOP).

3. The COOP is tested in order to train personnel, and to keep the plan in step with changes to the environment. Testing methods include:
  - Review: A check the accuracy of the COOP details, i.e. accuracy of contact telephone numbers, building and room numbers, whether the listed individuals are still in the organization, etc.
  - Analysis: Mentally following the strategies in the COOP, looking for flaws in the logic or process used by the COOP developers. Also consists of interviews with functional managers, resource managers, and their staff to detect missing or unworkable pieces of the plan.
  - Simulation & Test: Consists of various types and scope of exercises designed to test and evaluate the COOP. A simulation requires the execution of notification, operating procedures, the use of equipment hardware/software, possible use of alternate site(s), and operations to ensure proper performance. Simulation exercises can and may be used in conjunction with checklist exercises for identification of required plan modification and staff training.
    - Structured Walk-through: a disaster scenario is established, and the teams "walk-through" their assigned tasks. This is a role-playing activity that requires the participation of at least the team leaders and their alternates.
    - Tactical Exercise: a simulated exercise, conducted in a "war game" format. All members of the continuity organization are required to participate and perform their tasks and procedures under announced or surprise conditions. The exercise monitor provides information throughout the exercise to simulate events following an actual disaster.
    - Live Production Application System Exercise: an operating system is brought to live status on the alternate processor(s), and the data communications network is switched to the alternate site. All resources, other than the computer and communications hardware needed to support this exercise, must be retrieved from the off-site storage facility.
4. Exercises will be conducted when a major revision to the plan has been completed, when additional Department work/production systems are implemented, when significant changes in systems, applications and/or data communications have occurred, and when the preparedness level of continuity teams must be verified.
  - Exercises may include structured walk-through, tactical exercises, live production exercises, simulations and announced/unannounced exercises.
5. Employee Emergency Preparedness Education and Training. Employees are trained on:
  - COOP responsibilities.
  - Employee responsibilities.
  - Equipment, supplies available.
  - Family preparedness.
  - CPR, First Aid and disaster response.

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**ANNEX M: Program Management.**

1. A Multi-year Strategy and Program Management Plan is a critical component of the COOP and serves to assist department and county management and policy makers to define short and long-range goals and objectives.
2. This plan was developed, in part, by the department's responses to a best practices COOP "capability for readiness (CAR)" questionnaire that contains 11 elements of capability defined by 51 questions.
  - Based on the "COOP CAR" and Florida COOP guidance, a COOP capability currently exists within the department.
3. It is anticipated that as this plan is refined and maintained, additional specific development and maintenance tasks will be identified. Within six months and annually thereafter the department will complete a management plan describing current and planned actions to ensure a continued COOP capability. The COOP management plan will include a discussion on each of the COOP essential elements and examine the following key areas:
  - a. Define short and long term goals and objectives to resolve capability analysis shortfalls.
  - b. Forecast budgetary requirements.
  - c. Anticipate and address any issues; identify potential obstacles; and create opportunities for cost savings by avoiding duplication or sharing capabilities.

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Continuity Of Operations Plan (COOP)

**ATTACHMENTS**

**III. ATTACHMENTS.**

1. Personal Drive-A-Way Kit ("Bug Out Bag").
2. Guide for the Development of A Family Care Plan.
3. Glossary.

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## **ATTACHMENT 1: PERSONAL DRIVE-A-WAY KIT ("BUG OUT BAG").**

Each person assigned to a COOP Team, should have at least one personal Bug-Out Bag. This bag should contain clothing, toiletries, prescription medication, and other items that will be needed if deployed to a COOP site. Due to the nature of emergencies, it is recommended that each person develop several personal Bug-Out bags to be kept in various locations, such as the office, home, and automobile.

Your "Bug-Out-Bag" should remain packed and ready to go at any time. Remember that your stay could be up to 30 days. While laundry facilities may be available, it is recommend that you have at least four complete changes of clothing. Pack for comfort using a suitably sized suitcase or duffel bag. (Remember to check occasionally to ensure the contents still fit.) The following list contains suggestions for your consideration. Additional information about a Bug-Out bag can be found on the FEMA website or the Red Cross website.

### **Clothing:**

- Underwear (4 sets).
- Socks (5 pair).
- Comfortable shoes.
- Casual Shirts or Blouses (4).
- Casual Pants/Skirts (khakis and jeans are fine-2 pair).
- Sweater or light jacket (1).
- Pajamas (1 set).
- Exercise Clothes.
- Business Clothes (1 set if involved with other agencies or media).
- Dress Shoes and Belt (if involved with other agencies or media).
- Seasonal Outerwear (Coat, Hat, Gloves, Rain Gear).

### **Essentials:**

- Laptop, cell phone, pagers, personal data assistants or other devices for communicating.
- Deployment Instructions (Including directions to site).
- Personal Identification.
- Credit Cards, Check Book, Cash (at least \$50).
- Hand-carried Vital Records and Equipment (Laptop, Diskettes, etc.).
- Toilet Kit (Toothpaste, Soap, Toothbrush, Comb or Brush, Razor, etc.).
- Medications (At least 7 days-preferably a 30 day supply).
- Handkerchiefs or Tissue.
- Flashlight.

### **Useful Items:**

- Laundry Bag.
- Laundry Soap (for 2-3 loads).
- Sewing Kit (Thread, Needles, Safety Pins, Buttons).
- Personal Reading.
- Worship or Devotional Materials.
- 2-3 Trash Bags.
- Favorite packaged snacks or candy (7 days).
- Stamps, Envelopes, and Stationary.
- Personal Address Book.

- Pen knife.
- Cassette/CD Player with cassettes/CDs.

**Pre-deployment Checklist:**

- Photo ID Badge.
- Technical/Professional Equipment.
- Government credit card, if authorized.
- Personal credit card(s).
- Check Book.
- Functional checklist for your area of responsibility.
- Special requirements, if identified (credentials and copy of professional license), carrier of special medications, allergy or other medical tags of bracelet, etc.).
- Driver's License.
- Flashlight, batteries, pocket radio with batteries (optional).
- Seasonal attire clothing (rain gear, boots, heavy coats, gloves, etc.).
- Emergency contact telephone numbers while away.
- Name and telephone number of your timekeeper.
- Sufficient Cash.

**Note:** DO NOT BRING ALCOHOL OR WEAPONS WITH YOU, AND DO NOT KEEP THESE ITEMS IN YOUR VEHICLE

## **ATTACHMENT 2: GUIDE FOR DEVELOPMENT OF A FAMILY CARE PLAN.**

### **I. GENERAL CONSIDERATIONS.**

Due to the nature of events that can result in the activation of the COOP plan, it is recommended that personnel assigned to a COOP team develop a Family Care Plan. This plan is to ensure that all family members have an understanding of and are prepared for actions and activities needed to protect family members in the event of an emergency or disaster.

This includes instructions for ensuring that the individual is prepared to conduct essential business functions from the relocation site.

#### **Family and Personal Affairs.**

Depending upon the circumstances you may find yourself working extended hours, working 7 days and, worst case, not being able to leave the relocation site or area. Moreover, the circumstances that may have precipitated the need for relocation in the first place may present a highly stressful situation that will require your total and undivided attention. Burnout comes easy if careful attention is not placed on pacing yourself, having sufficient time to relax, and minimizing stress. With these challenging tasks at hand and the potential for absence of routine communications, you will need to ensure that your personal matters are attended to while you are away, and that you have made arrangements for the needs of your family and others who rely upon you for financial or emotional support or both if you cannot maintain regular contact with them.

It is exceedingly important that you carefully address your own individual situation. Look for personal responsibilities, financial obligations, schooling, and other non-work related matters that could be affected by either your absence or the time and focus that you will have to devote to the situation at hand. To assist you with this planning here are some thoughts to consider:

- Are you a single parent? How are/will your children be provided for while you are in a relocated status?
- Do you have any physical limitations or medical problems for which you need continuing access to a qualified health care provider? Have you recently had surgery, or have a temporary medical condition that would impair you relocating? If so, you will need to advise a backup and your respective emergency planner.
- Are you taking prescribed medication? Do you have at least a 30-day supply available if you have to relocate?
- Do you have special dietary requirements?
- Can you work twelve-hour shifts for an extended period of time? Are there physical limitations or chronic medical conditions that would put you at risk for working such a schedule?
- Are there special requirements at home that need your attention? How would you manage them if you were not immediately available? How do you manage them now when you are on vacation or extended travel?
- Are there seriously ill relatives in the immediate family? Are you responsible for elderly family members?

The above are just some of the items that you should be considering to prepare your personally for the eventuality of having to relocate, as well as not be immediately assessable to your family, or have limited accessibility to them.

To ensure that your family and dependents are taken care of in your absence, it is recommended that you prepare a "Family Care Plan." This document will enable you to quickly address a multitude of tasks and details prior to relocation and allow you to leave with the peace of mind that your personal affairs and responsibilities are in order. A Family Care Plan outlines the way your personal family affairs will be handled during your absence. It is an excellent planning tool.

**Family Care Plan.**

There are things that you and your family should check on and know about before an occasion arises that would require you to relocate. We suggest that you use this guide to produce an actual written or typed document that you can leave with your spouse and/or other family members. You should also review it periodically with them to both ensure their familiarity and also assist you in ensuring its currency. Additional information about developing a family Care Plan can be found on the FEMA website or the American Red Cross website. The following are some suggestions and considerations that may benefit your family affairs planning:

**Medical & Health.**

- Where are the health records maintained for each member of the family?
- Who is contacted if medical assistance is needed?
- Where are your medical insurance policies?
- Are family members briefed on procedures for filing medical insurance claims?
- Does your caregiver for children or other family members know who to contact in a medical or other emergency?

**Finances.**

- Will there be money immediately available on a continuing basis during your absence?
- Is a bank allotment available or required?
- Will your allotment or direct deposit provide for all the necessities to maintain a household?
- Does the family have a safety deposit box and, if so, where is the key?
- Are all the credit card numbers written down and in a safe place? What are the company numbers and addresses in case of loss? Does your spouse/family know the location?
- Is your spouse prepared to take complete control of the bank accounts?
- What payments must be made, when, and to whom? Consider the following:
  - Mortgage/rent
  - Telephone
  - Water and sewage
  - Electricity
  - Trash
  - Insurance
  - Taxes
  - Gas (home heating/cooking)
  - Credit cards
  - Auto payment
  - Childcare
  - Investments
  - Other debts

**Home.**

- Does your spouse know where and how to use the following?
  - The electrical control box (fuse or breaker box)?
  - The water control valve for shutting off the water?
  - The gas control valve for shutting off the gas?
  - The name and telephone numbers of someone to call in case repairs are needed (including utility companies)?
  - Intruder alarm/detection systems?

- Location of service contracts?
- Does the family have a duplicate set of house keys?

**Transportation/Automobile.**

- Is your spouse familiar with the maintenance and other responsibilities of the automobile?
- Where is the vehicle title?
- Are the registration and the insurance card in the vehicle?
- Is a duplicate set of keys available and where?
- Who can be called for emergency transportation?
- Do you have a towing or emergency road service? If so, is the number available to all drivers in your family?

**Legal/Administrative.**

There are many factors involved regarding preparation of legal documents such as wills, powers of attorney, etc. If you do not already have these prepared, or they need to be reviewed and updated, you should contact an attorney or other legal service and discuss your particular situation with a legal expert.

- Does the spouse have a Power of Attorney? Is it "full" or "limited?" (Generally a "limited" power of attorney is recommended.)
- Does the family have copies of all birth certificates?
- Does your spouse know your social security number?
- Where are the insurance policies kept?
- Are family members aware of government benefits/entitlements?
- Are all-important papers safeguarded? Does your spouse/family know where they are and have access?
- Do you and your spouse have updated wills?
- If you are a single parent have you provided your caregiver a power of attorney to authorize medical treatment of your child in your absence if you cannot be contacted?
- Checklist of Important Documents that should be available during your absence:
  - Marriage Certificate
  - Divorce decrees
  - Automobile/tag registrations
  - Powers of Attorney
  - Insurance policies (auto, home, health)
  - Adoption papers
  - Letters of naturalization
  - Passports
  - Bank Books
  - Copies of mortgage/lease
  - Stocks, bonds, and other securities

**II. FAMILY EMERGENCY PLAN.**

**Your Family Disaster Plan.**

Disaster can strike quickly and without warning. It can force you to evacuate your neighborhood or confine you to your home. What would you do if basic services -- water, gas, electricity or telephones -- were cut off? Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away. Families can -- and do -- cope with disasters by preparing in advance and working together as a team. Follow the steps listed below to create your family's disaster plan. Knowing what to do is your responsibility for your best protection.

**Four Steps to Safety.**

## 1. Find Out What Could Happen to You

- Contact your local Red Cross chapter or emergency management office -- be prepared to take notes.
- Ask what types of disasters are most likely to happen. Request information on how to prepare for each.
- Learn about your community's warning signals: what they sound like and what you should do when you hear them.
- Ask about animal care after disaster. Animals may not be allowed inside emergency shelters due to health regulations.
- Find out how to help elderly or disabled persons, if needed.
- Find out about the disaster plans at your workplace, your children's school or day-care center, and other places where your family spends time.

## 2. Create a Disaster Plan.

- Meet with your family and discuss why you need to prepare for disasters. Explain the dangers of fire, severe weather, and earthquakes to children. Plan to share responsibilities and work together as a team.
- Discuss the types of disasters that are most likely to happen. Explain what to do in each case.
- Pick two places to meet:
  - Right outside your home in case of a sudden emergency, like a fire.
  - Outside your neighborhood in case you can't return home. Everyone must know the address and phone number.
- Ask an out-of-state friend to be your "family contact." After a disaster, it's often easier to call long distance. Other family members should call this person and tell them where they are. Everyone must know your contact's phone number.
- Discuss what to do in an evacuation. Plan how to take care of your pets.

## 3. Complete this Checklist.

- Post emergency telephone numbers by phones (fire, police, ambulance, etc.).
- Teach children how and when to call 9-1-1 or your local Emergency Medical Services number for emergency help.
- Show each family member how and when to turn off the water, gas, and electricity at the main switches.
- Check if you have adequate insurance coverage.
- Teach each family member how to use the fire extinguisher and show them where it's kept.
- Install smoke detectors on each level of your home, especially near bedrooms.
- Conduct a home hazard hunt.
- Stock emergency supplies and assemble a Disaster Supplies Kit.
- Take a Red Cross first aid and CPR class.
- Determine the best escape routes from your home. Find two ways out of each room.
- Find the safe spots in your home for each type of disaster.

## 4. Practice and Maintain Your Plan

- Quiz your children every six months so they remember what to do.
- Conduct fire and emergency evacuation.
- Replace stored water every three months and stored food every six months.
- Test and recharge your fire extinguisher(s) according to manufacturer's instructions.

- Test your smoke detectors monthly and charge the batteries at least once a year.

### **Neighbors Helping Neighbors.**

Working with neighbors can save lives and property. Meet with your neighbors to plan how the neighborhood could work together after a disaster until help arrives. If you're a member of a neighborhood organization, such as a homeowners association or crime watch group, introduce disaster preparedness as a new activity. Know your neighbors' special skills (e.g., medical, technical) and consider how you could help neighbors who have special needs, such as disabled and elderly persons. Make plans for childcare in case parents can't get home.

### **Home Hazard Hunt.**

During a disaster, ordinary objects in your home can cause injury or damage. Anything that can move, fall, break or cause a fire is a home hazard. For example, a hot water heater or a bookshelf can fall. Inspect your home at least once a year and fix potential hazards. Contact your local fire department to learn about home fire hazards.

### **Evacuation.**

- Evacuate immediately if told to do so.
- Listen to your battery-powered radio and follow the instructions of local emergency officials.
- Wear protective clothing and sturdy shoes.
- Take your Disaster Supplies Kit.
- Lock your home.
- Use travel routes specified by local authorities; don't use shortcuts because certain areas may be impassable or dangerous.

### **If You're Sure You Have Time.**

- Shut off water, gas, and electricity before leaving, if instructed to do so.
- Post a note telling others when you left and where you are going.
- Make arrangements for your pets.

### **Emergency Supplies.**

Keep enough supplies in your home to meet your needs for at least three days. Assemble a Disaster Supplies Kit with items you may need in an evacuation. Store these supplies in sturdy, easy-to-carry containers such as backpacks, duffle bags, or covered trash containers. Include:

- A three-day supply of water (one gallon per person per day) and food that won't spoil.
- One change of clothing and footwear per person, and one blanket or sleeping bag per person.
- A first-aid kit that includes your family's prescription medications.
- Emergency tools including a battery-powered radio, flashlight, and plenty of extra batteries.
- An extra set of car keys and a credit card, cash, or traveler's checks.
- Sanitation supplies.
- Special items for infant, elderly, or disabled family members.
- An extra pair of glasses.
- Keep important family documents in a waterproof container. Keep a smaller kit in the trunk of your car.

### **Utilities.**

- Locate the main electric fuse box, water service main and natural gas main. Learn how and when to turn

these utilities off. Teach all responsible family members. Keep necessary tools near gas and water shut-off valves.

- Remember, turn off the utilities only if you suspect the lines are damaged or if you are instructed to do so. If you turn the gas off, you will need a professional to turn it back on.

**If Disaster Strikes.**

- Remain calm and patient. Put your plan into action.
- Check for injuries.
- Give first aid and get help for seriously injured people.
- Listen to your battery-powered radio for news and instructions.
- Evacuate, if advised to do so. Wear protective clothing and sturdy shoes.

**Check for damage in your home.**

- Use flashlights -- do not light matches or turn on electrical switches, if you suspect damage.
- Sniff for gas leaks, starting at the water heater. If you smell gas or suspect a leak, turn off the main gas valve, open windows, and get everyone outside quickly.
- Shut off any other damaged utilities. (You will need a professional to turn gas back on.)
- Clean up spilled medicines, bleaches, gasoline, and other flammable liquids immediately.

**Remember To.**

- Confine or secure your pets.
- Call your family contact -- do not use the telephone again unless it is a life-threatening emergency.
- Check on your neighbors, especially elderly or disabled persons.
- Make sure you have an adequate water supply in case service is cut off.
- Stay away from downed power lines.

**Pets and Disasters: Get Prepared.**

The best way to protect your family from the effects of a disaster is to have a disaster plan. If you are a pet owner, that plan must include your pets. Being prepared can save their lives.

Different disasters require different responses. But whether the disaster is a hurricane or a hazardous spill, you may have to evacuate your home. In the event of a disaster and if you must evacuate, the most important thing you can do to protect your pets is to evacuate them, too. Leaving pets behind, even if you try to create a safe place for them, is likely to result in their being injured, lost, or worse. So prepare now for the day when you and your pets may have to leave your home.

**1. Have a Safe Place to Take Your Pets.**

Red Cross disaster shelters cannot accept pets because of states' health and safety regulations and other considerations. Service animals who assist people with disabilities are the only animals allowed in American Red Cross shelters. It may be difficult, if not impossible, to find shelter for your animals in the midst of a disaster, so plan ahead. Do not wait until disaster strikes to do your research.

- Contact hotels and motels outside your immediate area to check policies on accepting pets and restrictions on number, size, and species. Ask if "no pet" policies could be waived in an emergency. Keep a list of "pet friendly" places, including phone numbers, with other disaster information and supplies. If you have notice of an impending disaster, call ahead for reservations.

- Ask friends, relatives, or others outside the affected area whether they could shelter your animals. If you have more than one pet, they may be more comfortable if kept together, but be prepared to house them separately.
  - Prepare a list of boarding facilities and veterinarians who could shelter animals in an emergency; include 24-hour phone numbers.
  - Ask local animal shelters if they provide emergency shelter or foster care for pets in a disaster. Animal shelters may be overburdened caring for the animals they already have as well as those displaced by a disaster, so this should be your last resort.
2. Assemble a Portable Pet Disaster Supplies Kit.

Whether you are away from home for a day or a week, you'll need essential supplies. Keep items in an accessible place and store them in sturdy containers that can be carried easily (duffle bags, covered trash containers, etc.). Your pet disaster supplies kit should include:

- Medications and medical records (stored in a waterproof container) and a first aid kit.
  - Sturdy leashes, harnesses, and/or carriers to transport pets safely and ensure that your animals can't escape.
  - Current photos of your pets in case they get lost.
  - Food, potable water, bowls, cat litter/pan and can opener.
  - Information on feeding schedules, medical conditions, behavior problems and the name and number of your veterinarian in case you have to foster or board your pets.
  - Pet beds and toys, if easily transportable.
3. Know What to Do as a Disaster Approaches

Often, warnings are issued hours, even days, in advance. At the first hint of disaster, act to protect your pet.

- Call ahead to confirm emergency shelter arrangements for you and your pets.
- Check to be sure your pet disaster supplies are ready to take at a moment's notice.
- Bring all pets into the house so that you won't have to search for them if you have to leave in a hurry.
- Make sure all dogs and cats are wearing collars and securely fastened, up-to-date, identification. Attach the phone number and address of your temporary shelter, if you know it, or of a friend or relative outside the disaster area. You can buy temporary tags or put adhesive tape on the back of your pet's ID tag, adding information with an indelible pen.

You may not be home when the evacuation order comes. Find out if a trusted neighbor would be willing to take your pets and meet you at a pre-arranged location. This person should be comfortable with your pets, know where your animals are likely to be, know where your pet disaster supplies kit is kept, and have a key to your home. If you use a pet sitting service, they may be available to help, but discuss the possibility well in advance.

Planning and preparation will enable you to evacuate with your pets quickly and safely. But keep in mind that animals react differently under stress. Outside your home and in the car, keep dogs securely leashed. Transport cats in carriers. Don't leave animals unattended anywhere they can run off. The most trustworthy pets may panic, hide, try to escape or even bite or scratch. And, when you return home, give your pets time to settle back into their routines. Consult your veterinarian if any behavior problems persist.

#### Caring for Birds in an Emergency.

Birds should be transported in a secure travel cage or carrier. In cold weather, wrap a blanket over the carrier and warm up the car before placing birds inside. During warm weather, carry a plant mister to mist the birds' feathers periodically. Do not put water inside the carrier during transport. Provide a few slices of fresh fruits and

vegetables with high water content. Have a photo for identification and leg bands. If the carrier does not have a perch, line it with paper towels and change them frequently. Try to keep the carrier in a quiet area. Do not let the birds out of the cage or carrier.

#### About Other Pets.

Reptiles: Snakes can be transported in a pillowcase but they must be transferred to more secure housing when they reach the evacuation site. If your snakes require frequent feedings, carry food with you. Take a water bowl large enough for soaking as well as a heating pad. When transporting house lizards, follow the same directions as for birds.

Pocket Pets: Small mammals (hamsters, gerbils, etc.) should be transported in secure carriers suitable for maintaining the animals while sheltered. Take bedding materials, food bowls, and water bottles.

#### A Final Word.

If you must evacuate, do not leave your animals behind. Evacuate them to a prearranged safe location if they cannot stay with you during the evacuation period. (Remember, pets are not allowed in American Red Cross shelters.) If there is a possibility that disaster may strike while you are out of the house, there are precautions you can take to increase your pets' chances of survival, but they are not a substitute for evacuating with your pets. For more information, contact The Humane Society of the United States, Disaster Services, 2100 L Street NW, Washington, DC 20037.

In the Statement of Understanding, The American Red Cross recognizes The Humane Society of the United States as the nation's largest animal protection organization responsible for the safety and well-being of animals, including disaster relief. The American Red Cross is committed to transforming the caring and concern of the American people into immediate action.

### III. YOUR FAMILY DISASTER SUPPLIES KIT.

Disasters happen anytime and anywhere. And when disaster strikes, you may not have much time to respond. A highway spill or hazardous material could mean evacuation. A winter storm could confine your family at home. An earthquake, flood, tornado, or any other disaster could cut water, electricity, and telephones -- for days.

After a disaster, local officials and relief workers will be on the scene, but they cannot reach everyone immediately. You could get help in hours, or it may take days. Would your family be prepared to cope with the emergency until help arrives?

Your family will cope best by preparing for disaster before it strikes. One way to prepare is by assembling a Disaster Supplies Kit. Once disaster hits, you won't have time to shop or search for supplies. But if you've gathered supplies in advance, your family can endure an evacuation or home confinement.

#### To Prepare Your Kit.

- Review the checklist in this brochure.
- Gather the supplies that are listed. You may need them if your family is confined at home.
- Place the supplies you'd most likely need for an evacuation in an easy-to-carry container.
- There are six basics you should stock for your home: water, food, first aid supplies, clothing and bedding, tools and emergency supplies, and special items. Keep the items that you would most likely need during an evacuation in an easy-to carry container.
- Possible containers include: Large, covered trash container; Camping backpack; or Duffle bag.

**Water.**

- Store water in plastic containers, such as soft drink bottles. Avoid using containers that will decompose or break, such as milk cartons or glass bottles. A normally active person needs to drink at least two quarts of water each day. Hot environments and intense physical activity can double that amount. Children, nursing mothers, and ill people will need more.
- Store one gallon of water per person.
- Keep at least a three-day supply of water per day (two quarts for drinking, two quarts of water for each person in your household for food preparation/sanitation.)

**Food.**

- Store at least a three-day supply of non-perishable food.
- Select foods that require no refrigeration, preparation, or cooking and little or no water.
- If you must heat food, pack a can of sterno.
- Select food items that are compact and lightweight.
- Include a selection of the following foods in your Disaster Supplies Kit: Ready-to-eat canned meats, fruits, and vegetables.

**First-Aid Kit.** Assemble a first-aid kit for your home and one for each car. A first-aid kit should include:

- Sterile adhesive bandages in assorted sizes
- Assorted sizes of safety pins
- Cleansing agent/soap
- Latex gloves (2 pair)
- Sunscreen
- 2-inch sterile gauze pads (4-6)
- 4-inch sterile gauze pads (4-6)
- Triangular bandages (3)
- Non-prescription drugs
- 2-inch sterile roller bandages (3 rolls)
- 3-inch sterile roller bandages (3 rolls)
- Scissors
- Tweezers
- Needle
- Moistened towelettes
- Antiseptic
- Thermometer
- Tongue blades (2)
- Tube of petroleum jelly or other lubricant

**Non-Prescription Drugs.**

- Aspirin or nonaspirin pain reliever
- Anti-diarrhea medication
- Antacid (for stomach upset)
- Syrup of Ipecac (use to induce vomiting if advised by the Poison Control Center)
- Laxative
- Activated charcoal (use if advised by the Poison Control Center)

**Tools and Supplies.**

- Mess kits, or paper cups, plates and plastic utensils
- Emergency preparedness manual
- Battery operated radio and extra batteries
- Flashlight and extra batteries
- Cash or traveler's checks, change
- Non-electric can opener, utility knife
- Fire extinguisher: small canister A-B-C type
- Tube tent
- Pliers
- Tape
- Compass
- Matches in a waterproof container
- Aluminum foil
- Plastic storage containers
- Signal flare
- Paper, pencil
- Needles, thread
- Medicine dropper
- Shut-off wrench, to turn off household gas and water
- Whistle
- Plastic sheeting
- Map of the area (for locating shelters)

**Sanitation.**

- Toilet paper, towelettes
- Soap, liquid detergent
- Feminine supplies
- Personal hygiene items
- Plastic garbage bags, ties (for personal sanitation uses)
- Plastic bucket with tight lid
- Disinfectant
- Household chlorine bleach

**Clothing and Bedding.**

- At least one complete change of clothing and footwear per person
- Sturdy shoes or work boots
- Rain gear
- Blankets or sleeping bags
- Bath towels
- Hat and gloves
- Thermal underwear
- Sunglasses

**Special Items.**

Remember family members with special needs, such as infants and elderly or disabled persons.

For Baby.

- Formula
- Diapers
- Bottles
- Powdered milk
- Medications

For Adults.

- Heart and high blood pressure medication
- Insulin
- Prescription drugs
- Denture needs
- Contact lenses and supplies
- Extra eye glasses

Entertainment.

- Games and books

**Important Family Documents.** Keep these records in a waterproof, portable container:

- Will, insurance policies, contracts deeds, stocks and bonds
- Passports, social security cards, immunization records
- Bank account numbers
- Credit card account numbers and companies
- Inventory of valuable household goods, important telephone numbers
- Family records (birth, marriage, death certificates)

**Storing Your Disaster Kit.**

- Store your kit in a convenient place known to all family members. Keep a smaller version of the Disaster Supplies Kit in the trunk of your car.
- Keep items in air tight plastic bags. Change your stored water supply every six months so it stays fresh. Replace your stored food every six months. Re-think your kit and family needs at least once a year. Replace batteries, update clothes, etc.
- Ask your physician or pharmacist about storing prescription medications.

From "Family Disaster Plan" developed by the Federal Emergency Management Agency (FEMA) and the American Red Cross.

**ATTACHMENT 3: GLOSSARY.****- A -**

**AEOC.** Alternate Emergency Operations Center.

**ARF.** Alternate Relocation Facility.

**ARP.** Alternate Relocation Point.

**Assembly Site.** A pre-identified temporary field site.

**- B -**

**Business Continuity Program.** An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity of services through personnel training, plan testing, and maintenance.

**- C -**

**Call Tree.** A matrix of people and their telephone numbers, with instructions on who should call whom, and in what order.

**Comprehensive Emergency Management (CEM).** An integrated approach to the management of emergency programs and activities for all four emergency phases (mitigation, preparedness, response, and recovery), for all types of emergencies and disasters (natural, manmade, and attack), and for all levels of government (local, state, and federal) and the private sector. A CEM program supports the mission, vision, and strategic goals of the organization to ensure the safety of patients, staff, and resources, and provides for COOP in the event of a disaster or emergency that affects the organization. The overall goal of CEM is the prevention or minimization of the loss of life and injuries, and the provision for the continuity of the organization's critical operations.

**Contingency.** A future event that is likely but not certain to happen. The consequences of the occurrence are such that one must prepare for the event.

**Contingency Plan.** Describes how an agency intends to respond to events, which disrupts normal operations. It provides instructions on how to perform recovery tasks to continue essential functions.

**Continuity of Operations (COOP).** An internal effort within an organization to assure that the capability exists to continue essential business functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack/terrorist-related emergencies. In addition to the CEM phase of mitigation, preparedness, response and recovery, COOP planning includes resumption and restoration phases. The goal of COOP is that an effective CEM process would guarantee that critical business functions would continue without interruption. COOP adds a resumption phase that identifies efforts that are directed to restoring the organization's critical operations if a disaster or emergency disrupts essential functions.

**Continuity of Operations Plan.** Describe activities that will enable an agency to continue to perform essential functions after a disruption has occurred.

**COOP.** Continuity of Operations Plan.

**COOP Teams.**

**COOP Advance Team (COOP-A).** Personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.

**COOP Sustainment Team (COOP-S).** Personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.

**Non COOP personnel (N-COOP).** Personnel who are not designated to a COOP Team may be directed to move to some other County facility or duty station, or may be advised to remain or return home pending further instruction.

**- D -**

**Damage Assessment.** An appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources.

**DEM.** Division of Emergency Management.

**Direction, Control and Coordination.** Development of the capability for the chief executive and key staff to direct, control and coordinate response and recovery operations.

**Disaster.** Accidental or uncontrollable events, actual or threatened, that are concentrated in time and space, in which a society undergoes severe danger and incurs such losses to its members and physical appurtenances that the social structure is disrupted and the fulfillment of all or some of the essential functions of the society is prevented.

**- E -**

**Education, Training and Exercises.** Assessment, development, and implementation of a training or educational program and evaluation of emergency response plans and capabilities through a program of regularly scheduled tests and exercises.

**EMAC.** Emergency Management Assistance Compact.

**Emergency.** An unexpected, serious occurrence or situation urgently requiring prompt action.

**Emergency Management.** The discipline and the profession of applying science, technology, planning, and management to deal with extreme events that can injure or kill large numbers of people, do extensive damage to property and disrupt community life.

**Emergency Management Program.** A program that implements the mission, vision, and strategic goals and objectives as well as the management framework of the program and organization.

**Emergency Management Team.** Individuals that are authorized to declare a disaster and activate the Continuity of Operations Plan (COOP). The purpose of this team is to provide immediate and ongoing coordination of the contingency and recovery processes during an interruption in service.

**EOC.** Emergency Operations Center.

**EOC-AT.** EOC Advance Team.

**Essential Functions.** Functions that must occur to enable a department or agency to perform services.

- F -

**Finance and Administration.** Development of fiscal and administration procedures to support emergency measures before, during, and after disaster events and to preserve vital records.

- G -

- H -

**Hazard.** Natural, technological, or civil threats to people, property, and the environment.

**Hazard Identification and Risk Assessment.** The process of identifying situations or conditions that have the potential of causing injury to people, damage to property, or damage to the environment, and the assessment of the likelihood, vulnerability and magnitude of incidents that could result from exposure to hazards.

**Hazard Management.** Systematic management approach to eliminate hazards that constitute a significant threat to the entity or to reduce the effects of hazards that cannot be eliminated through a program of hazard mitigation.

**Impact Analysis (Business Impact Analysis, BIA).** A management level analysis that identifies the impacts of losing the entity's resources. The analysis measures the effect of resource loss and escalating losses over time in order to provide the entity with reliable data upon which to base decisions on hazard mitigation and continuity planning.

- I -

**Incident Command System (ICS).** A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management. It's sometimes referred to as the Incident Management System.

**Information Technology (IT).** Applied computer systems - both hardware and software, and often including networking and telecommunications, usually in the context of a business or other enterprise. VA IT includes all IT staff and operations both within OI&T and elsewhere in VA.

**Integrated Emergency Management System (IEMS).** The management process for CEM. The Integrated Emergency Management System requires hazards and response assessments to identify capability shortfalls. These shortfalls are addressed in multi-year development plans that also describe recovery and mitigation efforts aimed at reducing future vulnerabilities.

- J -

- K -

- L -

**Laws and Authorities.** Federal, state, and local statutes and any implementing regulations that establish the legal authority for the development and maintenance of the emergency management program and organization, and define the emergency powers, authorities and responsibilities of the chief executive official and the emergency program manager.

**Logistics and Facilities.** Identification, location, acquisition, distribution, and accounting for services, resources, materials and facilities to support emergency management.

- M -

**Major Information System.** An information system that requires special management attention because of its importance to an agency mission; its high development, operating, or maintenance costs; or its significant role in the administration of agency programs, finances, property, or other resources.

**Mitigation.** Activities taken to eliminate or reduce the degree of risk to life and property from hazards, either prior to or following a disaster or emergency.

- N -

- O -

**Operations and Procedures.** Development, coordination, and implementation of operational policies, plans, and procedures.

- P -

**Planning.** The collection, analysis, and use of information, and also the development, promulgation, and maintenance of the organizational comprehensive emergency management plan, action plans and mitigation plans.

**Preparedness.** Activities, programs, and systems developed prior to a disaster or emergency that are used to support and enhance mitigation of, response to, and recovery from disasters or emergencies.

**Public Information.** Procedures to disseminate and respond to requests for pre-disaster, disaster, and post-disaster information involving employees, the public and the media. Also, an effective public education program regarding hazards affecting the jurisdiction.

- Q -

- R -

**Records Management.** The planning, controlling, directing, organizing, training, promoting, and other managerial activities involved with respect to records creation, records maintenance and use, and records disposition in order to achieve adequate and proper documentation of the policies and transactions of the Federal Government and effective and economical management of agency operations. (44 U.S.C. 2901(2))

**Recovery.** Activities and programs designed to return the entity to an acceptable condition.

**Resource Management.** Systematic development of methodologies to assure the prompt and effective identification, distribution, accounting, and use of personnel and major items of equipment for essential emergency functions.

**Recovery Business Functions.** Describe activities that will enable an agency to return to normal essential functions after a disruption to normal operations has occurred. These events take place after the continuation efforts are put into place.

**Recovery Site.** A location, or facility where essential functions are resumed or continued during an outage.

**Recovery Team.** Group of employees that perform specific essential functions to enable an agency to resume its business.

**Response.** Activities designed to address the immediate and short-term effects of the disaster or emergency.

**Risk.** The probability that a hazard will occur.

- S -

- T -

**Task.** An action that is performed to complete a essential function.

- U -

- V -

**Vulnerability.** The susceptibility to injury and damage from hazards.

- W - X - Y - Z -

# **Continuity of Operations Plan (COOP)**

**for**



## **Public Works**

### **Monroe County, Florida**



**Continuity of Operations Plan  
(COOP)**

*for*

**Public Works**

**Monroe County, Florida**



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**PREFACE**

COOP planning is simply a “good business practice” – part of the fundamental mission of all County departments as responsible and reliable public institutions. COOP is an effort within individual departments to ensure the continued performance of minimum essential functions during a wide range of potential emergencies or a situation that might disrupt normal operations. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records / databases. COOP addresses the recovery of critical core government operations in the event of a disruption of services. This can mean on a short-term basis having a backup capability (files, paper forms, equipment) or can be long-term due to a complete denial of service which could involve relocation to an alternative facility.

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Continuity Of Operations Plan (COOP)

**BASIC PLAN**

**SECTION I: INTRODUCTION.**

**A. PURPOSE.**

1. This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure that Monroe County Public Works Department can perform its mission essential functions to the extent possible in the event that Monroe County is threatened
2. To establish policy and guidance to:
  - Ensure that Monroe County Public Works Department is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
  - Assure that Monroe County Public Works Department is prepared to provide its critical services in an environment that is threatened, diminished, or incapacitated.
  - Ensure the safety and welfare of all Department staff both during and after an emergency situation.
  - Provide a means of information coordination to ensure uninterrupted communications to and from elected officials, department management, critical customers, employees and citizens.
  - Provide timely direction, control and coordination of Department critical functions before, during and after an event.
  - Provide a mechanism for the prompt notification of all Department personnel during an emergency situation.
  - Establish and enact Department time-phased implementation procedures.
  - Facilitate the return of Department critical functions to normal operating conditions as soon as practical based on circumstances and the threat environment.
  - Reconstitute, as rapidly as possible, Department IT systems that are adversely affected due to an emergency or disaster.
  - Ensure that this Department COOP is compatible with the County's CEMP.
  - Support regular training and exercises designed to enable all personnel to perform assigned Public Works Department duties.
  - Develop mitigation strategies that will ensure the survival of the Department's critical IT infrastructure.

**B. APPLICABILITY AND SCOPE.**

1. This Plan applies to all Department staff.
2. The Plan addresses all-hazards emergency preparedness functions and activities to ensure business continuity.
3. Overall emergency preparedness and COOP planning require consideration of a wide range of possible contingencies that could disrupt the performance of minimal essential functions. These possibilities include, but are not limited to:
  - A national emergency.
  - Natural and technological disasters such as radiological accidents or emergencies, hazardous materials accidents, and environmental disasters.
  - Civil disorders, terrorism, or other violent acts.
4. This Plan will be activated in the event that the Department 's offices/facilities or a portion of it is involved in an emergency or is declared unusable for normal operation.

**C. SUPERSESSION.**

1. No other COOP plans or procedures exist. This plan serves as the first COOP for Monroe County Public Works Department and will be superseded when updated.

**D. AUTHORITIES.**

1. County.
  - Monroe County Ordinance 028-1987.
  - Monroe County Comprehensive Emergency Management Plan.
  - Monroe County Departmental Plans and SOPs.
  - Monroe County Hazard Vulnerability Analysis.
  - Monroe County Local Mitigation Strategy Plan.
2. State.
  - Florida Statutes Section 252.35 (2) (k), 252.35 (2) (n), and 252.365.
  - Executive Order 80-29.
  - Executive Order 87-57.
  - Executive Order 01-262.
  - Executive Order 01-300.
  - Chapter No 2001-361, FL Law (formerly Senate Bill 16-C).
  - Chapter No 2001-365 (formerly Senate Bill 24-C).
  - Chapter No 2001-366 (formerly Senate Bill 26-C).
  - Chapter No 2002-43 (Relating to Disaster Preparedness) amends Florida Statutes 252.365.
3. Mutual Aid Agreements, Memoranda of Understanding.
  - See CEMP Rev 6 - 2003 Annex I for a complete list.

**E. REFERENCES.**

1. State of Florida CEMP.
2. State of Florida COOP.
3. State of Florida Hazard Mitigation Plan.
4. Federal Response Plan for Public Law 93-288.

**F. POLICY.**

1. The Director of the Monroe County Public Works Department will maintain and identify the Department's mission essential functions and the staff to support them.
2. The Department will prepare plans for partial or full relocation of Department critical functions.
3. This plan will be reviewed annually and updated as appropriate.
4. Periodic COOP tests, training, and exercises will be scheduled and conducted.

**SECTION II: CONCEPT OF OPERATIONS (CONOP).**

**A. GOAL AND OBJECTIVES.**

1. COOP constitutes the Department's plan to ensure the continuation of mission-essential functions. The objectives of such a plan are to mitigate risks; reduce disruption of operations; protect essential equipment, records, and other assets; minimize damage and loss; provide organizational and operational stability; facilitate decision making during an emergency; and achieve an orderly recovery.
2. Goal.
  - To identify potential emergencies and to ensure that a viable capability exists to continue essential Department functions specifically when the primary facility(ies) is either threatened or inaccessible.
3. Objectives include:
  - Ensure the safety of personnel.
  - Ensure the continued survival of leadership.
  - Provide for an orderly response and recovery from any incident.
  - Provide for the ability to continue essential operations.
  - Ensure the continuous performance of the Department's essential functions during an emergency.
  - Protect essential facilities, equipment, records and other assets.
  - Reduce or mitigate disruptions to Department operations.
  - Provide for a time-phased implementation of partial or full execution of the Department's COOP to mitigate the effects of the emergency and shorten the crisis response time.
  - Identify and designate key staff and support staff to be relocated.
  - Facilitate COOP decision-making and the subsequent conduct of operations.
  - Achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

**B. PLANNING CONSIDERATIONS.**

1. A viable COOP capacity must:

- Be maintained at a high level of readiness.
- Be capable of implementation both with and without warning.
- Be operational no later than 12 hours after activation.
- Maintain sustained operations for up to 30 days.
- Take maximum advantage of existing County and department infrastructures.

## 2. Assumptions.

- A major emergency or disaster could happen at any time.
- Adverse conditions could cause a much larger than expected demand for certain Public Works Department services, internal and external to the Department.
- The COOP plan may be activated at any time with little advance notice or warning.
- An emergency condition may require immediate activation of the COOP and the relocation of select personnel to a designated Alternate Relocation Point (ARP).
- Mobile communications capabilities will be used in the interim to ensure direction and control of the COOP activation and relocation until interoperable communications can be re-established at an ARP.
- The primary COOP site will be fully staffed and operational within 12 hours and the secondary site within 72 hours.
- The COOP sites may need to remain operational for up to 30 days.
- A majority of information systems supporting daily Department functions will not be available within the first 72 hours of activation.
- Emergency Management Assistance Compact (EMAC), and state and federal resources may not be available within the first 72 hours of activation.
- Following the declaration of an emergency or crisis requiring relocation, non-essential Department activities may be discontinued.
- Public Works Department and associated operational organizations have the resources, or access to resources, to adequately handle a major emergency.

## C. COOP EXECUTION.

1. Emergencies may affect the ability of Monroe Public Works Department to perform its critical functions from its primary facility(ies) located at Key West Garage Site, 3583 South Roosevelt Blvd. Pre-designated fixed sites or leased facilities that can serve as Alternate Relocation Points (ARP) have been identified. The need to relocate to an ARP will be determined by the event and situation.
  - a. The following events could mandate the activation of the Public Works Department COOP.
    - The Key West Garage Site is closed to normal business as a result of an event or credible threats of action that would preclude access or use of the Key West Garage Site and surrounding area.
    - The Key West, Florida, metropolitan area is closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attack(s).
  - b. Such incidents could occur with or without warning, and during duty or non-duty hours. The Public Works Department COOP will be implemented in response the full range of emergencies and disasters that could affect Monroe County.
  - c. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate the Key West, Florida area as a precaution, the Public Works Department director (or designee) will activate the Public Works Department COOP. The designated

ARP located at the Fleet Maintenance Garage at Marathon Public Works facility will be activated. Public Works Department will continue its critical functions from this location.

- d. COOP activation “With Warning” will allow for a more complete and orderly alert, notification, activation of plans, deployment of personnel, and activation of ARPs.
  - e. Without warning, the COOP process is less routine and more difficult. The ability to execute the Department’s COOP will depend on the severity of the impact on the Department’s physical facilities, and whether Department personnel are immediately available in the Department’s facility or general area.
  - f. Personnel accountability during a COOP is of utmost concern, especially if the emergency occurs without warning, during duty hours. Building Evacuation Plans and Department COOP procedures should provide for personnel accountability.
2. COOP Teams.
- a. COOP Advance Team (COOP-A).
    - The Public Works Department COOP-A Team are Public Works Department employees. The COOP Team may be supplemented by staff from other County departments and County voluntary agencies. Members of the COOP Team possess the knowledge , skills, and abilities to perform Public Works Department mission essential functions.
    - COOP-A Team members will conduct operations while in transit from mobile communications, or will operate remotely from pre-designated assembly site(s).
    - The COOP-A Team will be responsible to continue mission essential functions of Public Works Department within 3 hours of activation and for a period up to seven days pending regaining access to the Public Works Department primary offices/facilities or the occupation of an ARP.
    - The Public Works Department Director will direct some or all of the COOP-A Team to relocate to the alternate facility as appropriate and will ensure that the mission essential functions of the closed primary facility are maintained and capable of being performed using the alternate facility and available resources for a period up to 30 days, until full operations are re-established at the primary/impacted facility or fully relocated to an alternate facility.
    - Activation of other County personnel may be required to ensure the continuous performance of Public Works Department mission essential functions.
  - b. COOP Support Team(s) (COOP-S).
    - Public Works Department staff members who do not have specific COOP-A assignments are known collectively as the COOP Support Team (COOP-S). Representatives from other government or private organizations may also be called upon to support COOP operations.

**D. TIME-PHASED IMPLEMENTATION.**

1. A time-phased implementation maximizes the preservation of life and property by making the best use of available personnel, equipment, facilities, and other resources. A successful time-phased implementation depends upon the type and magnitude of the event or threat, the amount of warning received, whether

personnel are on duty or off duty and available, and the extent of damage to Department facilities and personnel.

2. In general the sequence of events for a COOP activation will occur within three time-phases:

**Phase I – Activation (0 to 12 hours).**

During this phase, alert and notification of all employees (both COOP-A and COOP-S) and other organizations identified as “critical customers” (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

**Phase II – Alternate Operations (12 hours to Termination).**

During this phase, the transition to the alternate facility is complete and the performance of mission essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

**Phase III – Reconstitution and Termination.**

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

3. Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.

**E. COOP KEY STAFF.**

1. Public Works Department personnel who are activated and/or relocated under this plan to the ARP are known collectively as the Public Works Department COOP Team. They must be able to continue operations and the performance of mission critical functions for up to 30 days with resource support. (See Annex C: Mission Essential Functions.)
  - a. Individual names and contact numbers of the entire COOP staff are maintained.
2. Public Works Department personnel will be assigned to one or more of the following categories:
  - a. COOP Advance Team (COOP-A): These are personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.
  - b. COOP Sustainment Team (COOP-S): These are personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.

**Note:** Since alternate facility space and support capabilities will be limited, the membership of the COOP team must be restricted to only those personnel who possess the skills and experience needed for the execution of mission essential functions.

- c. Non COOP personnel (N-COOP): Public Works Department personnel who are not designated to a COOP Team may be directed to move to some other County or Public Works Department facility or duty station, or may be advised to remain or return home pending further instruction.

- d. A COOP activation will not, in most circumstances, result in a change of duty location affecting the pay and benefits of either COOP Team members or other Public Works Department personnel. Overtime will follow "Section IV of the Monroe County Personnel Policy: Pay Hours of Work and Work Week."

**F. PUBLIC WORKS DEPARTMENT KEY STAFF.**

1. The coordination of Public Works Department responsibilities will be conducted using appropriately modified COOP Team staffing schedules and rosters as determined by the Public Works Department Director when the activation of the COOP is necessary. The dual responsibility of the Department (emergency and nonemergency) requires that Public Works Department personnel be prepared to act in both roles simultaneously. The nature of this dual tasking poses a complexity in planning for daily activities. To assure that Public Works Department assignments can continue under all conditions, it is necessary to identify essential functions that require continuous performance even during emergency activations. (See Annex E: COOP Teams.)

**G. ALTERNATE FACILITIES.**

1. Alternate Relocation Point (Facility).
  - a. The determination of an ARP for Public Works Department personnel will be made at the time of COOP activation by the Public Works Department Director and will be based on the incident or threat thereof, risk assessments, and execution time frame. If only the Public Works Department offices is inaccessible and there is no threat to the Key West vicinity, the primary in-town ARP is at:
    - Fleet Maintenance Garage at Marathon Public Works, 10600 Aviation Blvd., Marathon, Florida.
  - b. If Key West is threatened or the in town ARP is not available, the ARP will be selected from a database of available facilities that have been evaluated based on their capability and capacity. (See Annex I: Designated Alternate Facilities.)
  - c. Other potential alternate sites will be evaluated annually on existing capabilities and the capacity to perform the mission essential functions. Assessment areas include: construction specifications, space, billeting, personal convenience and comfort considerations (including toilet and shower facilities), site transportation and parking, interoperable communications, physical security and access controls, life support (water, electrical power, heating/ventilation/air conditioning), and logistical support. The facility must be able to sustain operations for 30 days and accommodate 7 individuals. Additionally the site must be able to support operations for the COOP Advance Team (COOP-A) of approximately 3 personnel within three hours and additional 4 individuals with 12 hours. The facility must also afford sufficient security for operations and staff.
  - d. Details of required resources, equipment, supplies are found in Annex D: COOP Equipment/Supply Matrix.
2. Assembly Site.
  - a. The COOP Advance Team (COOP-A) may operate initially from an Assembly Site (a pre-identified temporary field site). The assembly site may be another County or City facility or commercial location. This site will be used to temporarily stage the COOP Advance Team (COOP-A) before deployment to the ARP.

## b. Likely assembly sites include:

- Marathon Public Works (Fleet Maintenance Garage), 10600 Aviation Blvd. Marathon, Florida.
- Plantation Key Public Works, 186 Key Heights Drive, Tavernier, Florida:
  - (1) Office and Shop.
  - (2) Fleet Maintenance Garage.

**H. MISSION ESSENTIAL FUNCTIONS.**

1. It is important to establish priorities to an emergency to ensure that the relocated staff can complete Public Works Department mission essential functions. All Public Works Department and Division Heads shall ensure that their essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed essential must be deferred until additional staff and resources become available. (See Annex C: Mission Essential Functions, for a listing of detailed mission essential functions.)
2. Annex C provides an overview of estimated resources required, including personnel and equipment, to ensure the continuation of mission essential functions during COOP activations.

**I. DELINEATION OF MISSION ESSENTIAL FUNCTIONS.**

1. If the Public Works Department COOP cannot be implemented for any reason, the County's Public Works Department function will revert to Monroe County Administration who will then determine which County agency or other organization will perform the Public Works Department function for Monroe County.
2. Annex C provides a breakdown of estimated resources required, including personnel and equipment, to ensure the continuation of mission essential functions during COOP activations.

**J. WARNING CONDITIONS.**

1. This Plan may be activated based on a set of predetermined conditions that may or may not include alerts or warnings prior to the events. In addition, events resulting in COOP activation may occur either during normal duty or non-duty hours. For this reason, this plan must take these factors and variables into account and ensure that prompt notification of personnel and deployment of the COOP plan can occur at anytime.
2. With Warning.

Events in this category may include human events such as threats of civil disturbances, bomb or terrorist attack threats, technological events such as a nearby accidental hazardous chemical or substance releases, and natural events such as a hurricane or other weather related warnings.

A few hours warning will enable the full execution of this Plan with a complete and orderly alert, notification, and activation of the COOP Teams and deployment to assembly site(s) or ARP(s) as appropriate.

## a) During Normal Duty Hours.

Warning prior to the event will allow Senior Leadership and Key Staff to evaluate the situation and determine the proper course of action, based on the information available at that time. If the determination is made to activate the COOP plan, then an orderly alerting and execution of the Public

Works Department COOP plan can occur. This will allow for the effective relocation of staff and resources to the COOP sites and the safe evacuation and protection of all Public Works Department personnel.

b) During Non-Duty Hours.

As with Warning During Normal Duty Hours, warnings received during non-duty hours will allow Senior Leadership and Key Staff to evaluate the situation with the majority of Public Works Department personnel not on-site. If the determination is made to activate the COOP plan during non-duty hours, notification to staff must be conducted in a method that ensures that all staff are properly notified.

3. Without Warning.

Events in this category may include human events such as a surprise attack on the Public Works facility by terrorists, a vehicle accident releasing hazardous chemicals or a fire within the building, and natural events such as a tornado or flood.

The ability to execute this plan following an event without warning will depend upon the severity of the emergency and the number of Public Works Department personnel available.

a) During Normal Duty Hours.

Because no warning was available prior to the event, the process of activating and execution of the COOP plan may begin with the activation of the Key West Garage Site Emergency Plan by evacuation of employees from the buildings.

Available members of the COOP Teams will be activated and deployed to the primary Public Works Department offices/facilities, or to an Assembly Area or an ARP as appropriate.

b) During Non-Duty Hours.

Because of no warning prior to the event and most personnel not being at the Key West Garage Site, notification of the activation of the COOP plan may come from non-conventional sources such as a notification tree, media announcements, and other methods.

Although the Public Works Department facility may be rendered inoperable, it is likely that the majority of Public Works Department staff could be alerted by telephone, cell phone, or pager, and activated to report to an Assembly Area or an ARP.

**K. DIRECTION AND CONTROL.**

1. Direction and Control.

- a. The Public Works Department Director or designee is responsible for ordering activation of the Public Works Department COOP.
- b. Members of the COOP-A may be requested by the Director to disseminate COOP guidance and direction during the activation and relocation phases.
- c. Pending the activation of the COOP Plan, the COOP-A Team Leader will monitor the situation and

assist in the notification process, as necessary.

- d. Once the COOP Plan is activated, the County Emergency Management Duty Officer should be notified and requested to provide any previously agreed upon assistance to Public Works Department.
2. Authorized Successors.
    - a. Authorized successors to the Public Works Department Director are listed in Annex H: Orders of Succession.
      - (1) Primary: Public Works Director.
      - (2) Second: County Engineer.
      - (3) Third: Fleet Maintenance Director.
      - (4) Fourth: Senior Director, Lower Keys Operations.
    - b. Lines of succession shall be maintained by all Public Works Department organizational elements reporting to the Public Works Department Director to ensure continuity of mission essential functions.
  3. Delegation of Authority.
    - a. Each Public Works Department organizational element shall pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances.
    - b. Delegation of Authority and circumstances under which authorities would be exercised, are described in Annex G: Delegation of Authority.

#### **L. OPERATIONAL HOURS.**

1. During COOP contingencies, the Public Works Department Director will determine hours of work for the COOP Teams. It is expected that working hours of the activated COOP will be similar to normal emergency working hours at Public Works Department.
2. Certain COOP Team members must be prepared to support a 24-hour per day, 7-day per week operation.

#### **M. ALERT AND NOTIFICATION.**

1. Alert Procedures
  - a. Information and guidance for Public Works Department employees will normally be passed telephonically using existing emergency notification cascades.
  - b. Depending on the situation, current information will also be available via:
    - Cell phone.
    - Announcements released to local radio and TV stations.
    - Pagers.
    - Internet web site and/or electronic mail.
  - c. Employees should listen for specific instructions. All Public Works Department employees should

remain at their office or home until specific guidance is received.

- d. Some employees, previously identified, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and the designated ARP location.
  - e. The Public Works Department Director or designated successor will direct the activation of the Public Works Department COOP.
2. Notification Procedures.
    - a. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
  3. See Annex B: COOP Process Flow Chart and SOP Matrix - SOP # 2: Alert and Notification.

### **SECTION III: RESPONSIBILITIES AND PROCEDURES.**

#### **A. PERSONNEL COORDINATION.**

1. Public Works Department personnel who are needed for the continuous execution of mission essential functions have been pre-identified and assigned COOP duties. (See Annex E: COOP Teams.)
2. Two 12-hour shifts may be employed.
3. Requests for augmentation of COOP staff occur as per the Department's Call Tree.
4. During COOP operations, personnel not activated will be provided information on their status by the Public Works Director or designee.
5. Listed below are personnel resources and capabilities in place to ensure that emergency and non-emergency staffs are prepared when disasters strike, either with or without warning:
  - Communications Plan for emergency and non-emergency staff.
  - Health, safety, and emotional well-being of Public Works Department employees and their families.
  - Pay status and administrative leave issues.
  - Medical, special needs, and travel issues.

#### **B. VITAL RECORDS AND DATABASES.**

1. Vital records and databases identified as critical to supporting mission essential functions, both paper and electronic, have been identified and will be maintained, updated, and stored in secure off site locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how emergency operating records will be made available to qualified personnel and will ensure backup for legal and financial records. Identified below are different categories of vital records:
  - Vital records essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure off site location.
  - Vital records critical to carrying out an organization's essential legal and financial functions and activities.

2. Vital records and databases are listed in Annex K: Vital Records and Databases.
3. The Monroe County Technical Services Department provides additional information on vital records and provides identification, location, and backup capabilities of Public Works Department vital records necessary for performing mission essential functions.

**C. PRE-POSITIONED RESOURCES.**

1. Certain supplies, equipment, data, vital records and other critical resources are pre-positioned at the alternate facility. These are identified on the "COOP Equipment/Supply Matrix". (See Annex D: COOP Equipment/Supply Matrix.)

**D. DRIVE-AWAY KITS.**

1. Official Items. The Department has a number of reference materials, databases, procedures, guides, and other items that are used repetitively and are essential for the efficient operation of the Department and would be required to resume normal operations. These items are assembled into a briefcase or box so that they may be collected quickly during COOP activation and transferred to the ARP.
2. Personal Items. In addition to "official items" carried in the drive-away kits, each COOP team member should bring appropriate personal items and changes of clothing. Casual dress is appropriate. See Attachment 1: Personal Drive-A-Way Kit ("Bug Out Bag"), for a recommended list of personal "go kit" items.

**E. TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY SUPPORT.**

1. Internal communications that will be used within Public Works Department to communicate with emergency and non-emergency staff during COOP emergencies:
  - Telephone, cell phones, pagers.
2. External communications that will be used by Public Works Department to communicate with other emergency response agencies, the media and other agencies/organizations external to Public Works Department:
  - 800 radio system, telephone, cell phones, pagers.
3. Also critical is the ability to conduct and maintain numerous types of communications from the alternate facility to ensure that there is redundancy in the event that one or more communications systems is not operational. Public Works Department has identified the following communications systems as operational at the ARP:
  - 800 radio system, telephone, fax, cell phone, data lines/email.
4. Access to critical information systems that are used to accomplish mission essential functions during normal operations from the primary facility should also be assured at the alternate facility. In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For Public Works Department, the County Technical Services Department maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, County Technical Services Department ensures that connectivity exists at the ARP. The County Technical Services Department will also provide systems technical support during COOP activations.

5. The above referenced telecommunications and information systems capabilities at the ARP are sufficient for the performance of mission essential functions under the COOP Plan.

**F. TRANSPORTATION, LODGING AND FOOD.**

1. Public Works Department has procedures that address food, lodging, and purchasing for emergencies.
2. The Public Works Department Command Staff or designee will disseminate information related to local travel and temporary duty station when the Public Works Department COOP is activated.
  - a. Transportation. To the extent possible, COOP personnel will use their privately-owned vehicles to commute to an assembly site or pre-identified ARP. If necessary a transportation plan will be developed for collecting and deploying COOP personnel.
  - b. Lodging. On-site billets may be available at no cost for relocated employees, and those who are unable to commute from home/motel or those who may be required to work extended hours are given priority.
  - c. Meals are coordinated/provided by Public Works Department Command Staff.
  - d. COOP personnel will be allowed per diem as appropriate to the situation.

**G. SECURITY AND ACCESS CONTROLS.**

1. The Public Works Department Command Staff will ensure that security policies and procedures address the following: all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls.
  - a. Access to COOP plans and procedures. Due to the sensitive information contained in the COOP Plan, distribution of the Plan is limited as per the public disclosure exemption granted under Section 281.202, Florida Statutes. An accounting of those who have access to the plan is maintained.
  - b. Physical security of primary and alternate sites is provided by the Monroe County Sheriff's Office.
  - c. Personnel access controls at primary facility is by video cameras, locking devices and ID cards. Personnel access controls at ARP is by physical security, video cameras, locking devices.
  - d. Computer Information systems, cyber security provided and coordinated by Monroe County Technical Services.
  - e. Communications security provided and coordinated by Monroe County Communications Department.
2. For incidents involving terrorist attacks or threats of terrorist attacks, Public Works Department has developed a security augmentation system based on the five-tiered Federal Department of Homeland Security Advisory System. See Monroe County Homeland Escalation Plan.

**H. PERSONAL PREPAREDNESS.**

1. Periodic training will be provided to assure that all employees are prepared for COOP contingencies. Training will focus on: preparing employees for situations in which they will not be able to work from their primary facility; advising on how to be personally prepared by developing "personal go-kits"; developing

personal and family disaster plans.

2. In addition to “official items” carried in the drive-a-way kits, each COOP team member should bring appropriate personal items and changes of clothing. Casual dress is appropriate. See Attachment 1: Personal Drive-A-Way Kit ("Bug Out Bag"), for a recommended list of “go kit” items.
3. See Attachment 2: Guide for the Development of A Family Care Plan, for information on developing personal and family disaster plans.

#### **I. SITE-SUPPORT PROCEDURES.**

1. A COOP-A Team Leader is appointed by the Public Works Department Command Staff or designee to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation.
2. The COOP-A Team Leader will ensure that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. ARP Site-Support procedures include:
  - Facility access and control.
  - In-processing.
  - Office and billet (if required) assignments.
  - Physical security.
  - Administrative support and supplies.
  - Transportation (off site and on).
  - Medical services.
  - Communications support.
  - Information systems support.
3. The COOP-A Team Leader responsibilities also include ensuring that procedures are developed for transition back to normal operations once the emergency situation has passed.
4. Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 6, details site support responsibilities and procedures.

#### **SECTION IV: PHASE I – ACTIVATION.**

As previously stated, the degree to which this Plan is implemented depends on many variables: the type and magnitude of the emergency, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and personnel. The following procedures will be modified by circumstances and as needed in the execution of the COOP.

#### **A. ALERT AND NOTIFICATION PROCEDURES.**

1. Upon receipt of a potential COOP situation from the Director or a designated successor, COOP alerts and notifications procedures are made as per Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 2.
2. COOP staff will receive instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility. COOP staff will be instructed to either:
  - Standby for further information and instructions, or

- Report to the primary work facility, or
- Report immediately to an assembly site, or
- Report immediately to the designated ARP location.

**B. INITIAL ACTIONS.**

1. Based on an assessment of the situation and circumstances of the event, the Director or a designated successor will evaluate the impact on facilities and personnel. COOP staff will be instructed to:
  - Continue mission essential functions at the primary facility utilizing portions of this COOP plan as needed to resume normal operations, or
  - Use a temporary assembly area or command post to continue mission essential functions until the primary facility is readied, or
  - Use a temporary assembly area or command post to continue mission essential functions as a transition to an ARP, or
  - Relocate mission essential functions to ARP.
2. Details of initial actions are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 1.

**C. ACTIVATION PROCEDURES: DUTY HOURS.**

1. Depending upon the situation, activation tasks and actions during duty hours may include:
  - Activation of workplace emergency and evacuation plans.
  - An assessment of impacts on the primary facility and personnel and ability to continue mission essential functions.
  - Activation of COOP by the Director or a designated successor.
  - If the primary facility is deemed unusable, the ARP manager is notified, and the process of relocating mission essential functions begins.
  - Available members of the COOP Teams are activated and deployed to an Assembly Area, or an ARP as appropriate.
  - Personnel who do not have COOP responsibilities sent home pending further guidance.
  - Security and other designated personnel of the impacted primary facility take appropriate measures to ensure security of the facilities and equipment or records remaining in the vacated building.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 2.

**D. ACTIVATION PROCEDURES: NON-DUTY HOURS.**

1. Depending upon the situation, activation tasks and actions during non-duty hours may include:
  - Notification to the Public Works Department Director or designee and Public Works Department staff that an emergency requiring COOP activation is anticipated or underway.
  - Notification of COOP Teams by the Public Works Department Director or designee.
  - An assessment of impacts on the primary facility and personnel and ability to continue mission essential functions.
  - Activation of COOP by the Director or a designated successor.
  - Public Works Department employees with COOP responsibilities remain on duty pending further guidance.

- If the primary facility is deemed unusable, the ARP manager is notified, and the process of relocating mission essential functions begins.
- Available members of the COOP Teams are activated and deployed to an Assembly Area, or an ARP as appropriate.
- Personnel who do not have COOP responsibilities are notified and directed to remain at home pending further guidance.
- Security and other designated personnel of the impacted primary facility take appropriate measures to ensure security of the facilities and equipment or records remaining in the vacated building.

2. Details are found in SOP NUMBER 3.

#### **E. DEPLOYMENT AND DEPARTURE PROCEDURES – TIME-PHASED OPERATIONS.**

1. The Director will determine full or partial deployment to the designated alternate facility of any mission essential functions that are critical to operations at the time the Public Works Department COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered. If the primary facility is deemed unusable:
  - a. COOP-A Team immediately begins deployment to an assembly area or ARP, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. This team will most likely use agency and privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation. Any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions.
  - b. COOP-S Team personnel present at the impacted facility at the time of an emergency notification will be directed to either support COOP actions or to proceed to their homes to await further instructions. If supporting COOP actions, this team will most likely use agency and privately-owned vehicles for transportation to the designated facility. Likely support tasks include transporting office equipment and Drive-Away Kits, along with their personal preparedness bags. Any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, CST personnel will remain at their homes pending further guidance.
  - c. COOP-N personnel present at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, non-essential personnel will remain at their homes pending further guidance.

#### **F. TRANSITION TO ALTERNATE OPERATIONS.**

1. Following the activation of the COOP Plan and establishment of communications links with the Public Works Department Director and the COOP-A at an assembly site or the designated alternate facility, the Director orders the cessation of operations at the primary facility.
2. The Public Works Department Director or designee notifies other County departments, County Administrator and elected officials that an emergency relocation of the Public Works Department facility is complete and provides information on the alternate facility location, including contact numbers.

3. As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by the Public Works Department Public Information Officer or other designated person(s) that the Public Works Department primary facility has been temporarily relocated.
4. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP #'s 3, 4, 5, and 6.

**G. SITE SUPPORT RESPONSIBILITIES.**

1. Following notification that a relocation of the Public Works Department facility has been ordered or is in progress, the designated ARP Manager will implement the COOP Site support procedures and prepare to receive the COOP-A Team within 12 hours.
2. Details are found in Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 6.

**SECTION V: PHASE II ALTERNATE OPERATIONS.**

**A. EXECUTION OF MISSION ESSENTIAL FUNCTIONS.**

1. Upon activation, the COOP-A TEAM will begin providing support for the following functions:
  - Monitor and assess the situation.
  - Plan and schedule relocation site operations as appropriate.
  - Monitor the status of personnel and resources.
  - Continue Public Works Department essential functions.
  - Report the status of operations to other Public Works Department components.
  - Ensure that mission essential functions (see Annex C) are reestablished as soon as possible at primary site or ARP.
  - Establish and maintain contact with the Emergency Operations Center.
  - Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

**B. ESTABLISHMENT OF COMMUNICATIONS.**

1. COOP Advance Team will have the ability to retain communications while in-transit through 800 radio system and cellular phones.
  - a. Ready access to local telephone systems will be the key to successful communications.
  - b. Other additional communications resources, such as high frequency radios, cellular phones, or e-mail nets, or amateur radios owned and operated by staff can also be used in an emergency
2. The County Technical Services will service and correct any faulty or inadequate communications systems.
3. County Technical Services personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

**C. RELOCATION STAFF RESPONSIBILITIES.**

1. In addition to the functions identified in paragraph V-A above, the COOP-A Team members will begin providing support for the following functions as soon as possible while in transit or upon arrival at the

designated alternate facility or pre-identified assembly site:

- The COOP -A Team Leader or ARP Manager will disseminate administrative and logistics information to the COOP teams upon arrival. This information should generally cover the operational procedures for the next 30 days.
- COOP teams will receive continual briefings and updates from the ARP Manager or Public Works Department Director.
- The COOP teams will perform the mission essential functions of Public Works Department.

#### **D. AUGMENTATION OF STAFF.**

1. COOP-S Team members will be prepared to provide backup support to the COOP-A Team and should be trained to conduct one or more of the COOP functions that will be performed from the alternate facility during COOP activations.
2. If it becomes evident that the COOP-A Team cannot adequately ensure the continuation of mission essential functions, the Public Works Department Director or COOP-A Team Leader or the ARP Manager will determine the additional positions necessary to maintain these functions.
3. The Public Works Department Director or COOP-A Team Leader or the ARP Manager will:
  - Identify individuals from the COOP-S Team who may be able to provide support to the COOP-A Team.
  - Ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
  - Consider implementing agreements with outside resource support including Memoranda of Understanding/mutual aid agreements with other government agencies and contractual agreements with private vendors.

#### **E. AMPLIFICATION OF GUIDANCE TO ESSENTIAL AND NON-ESSENTIAL PERSONNEL.**

1. Employee Work Status. Once a decision to execute relocation has been made, personnel identified by management to go home (or stay home) are placed on administrative leave. If the situation is anticipated to continue for an indeterminate period, and employees are not able to report to an alternate site, or an alternate site is not available, a determination on duty status will be made by the Public Works Department Director or designee in consultation with the appropriate County HR officials.
2. The Public Works Department or designee will develop an informative memorandum to be signed by the County Administrator for dissemination to all employees on the duration of alternate operations as well as pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
3. The Public Works Department Command Staff will distribute the memorandum to the COOP team members, relocated personnel and non-essential staff through appropriate media and other available sources.

#### **F. DEVELOPMENT OF PLANS AND SCHEDULES FOR RECONSTITUTION AND TERMINATION.**

1. As soon as possible (within 24 hours) following an emergency relocation, the Public Works Department Director or COOP-A Team Leader will develop plans and initiate operations to salvage, restore, and recover the impacted facility, pending approval of applicable local, state, and federal law enforcement and emergency services.

2. Relocation operations will end when the Public Works Department Director determines and ensures that:
  - The threat to the home site has ended, is not likely to recur, and the home site can be reoccupied; or
  - A new home site can be occupied.
3. The Public Works Department Command Staff or the ARP Team Leader will coordinate Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
4. The Public Works Department Command Staff will approve the plans and schedules prior to the cessation of operations.
5. The Public Works Department Command Staff or ARP Team Leader will oversee the Reconstitution and Termination process. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 7.

## **SECTION VI: PHASE III – RECONSTITUTION AND TERMINATION.**

### **A. OVERVIEW.**

1. The process of moving from the relocation site to the old or new home site is generally the same as that of moving to the relocation site, in that its objective is to continue essential operations during the transition, to have a smooth handoff from the relocation site to the old or new home site, and to make the move as safely and cost-effectively as possible.
2. Reconstitution procedures will commence when the Director determines that the emergency situation has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:
  - Continue to perform mission essential functions at the alternate facility for up to 30 days.
  - Begin an orderly return to the impacted facility and reconstitute full normal operations.
  - Begin to establish reconstitution of normal operations at a different facility location.

### **B. PROCEDURES.**

1. Upon a decision by the Director that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:
  - The Director will oversee the orderly transition of all functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
  - Prior to relocating back to the restored facility or another facility, the Director will ensure that appropriate security, safety, and health assessments are conducted.
  - When necessary equipment, documents, and other critical resources are in place at the new or restored facility, the staff remaining at the alternate facility will transfer mission essential functions and resume normal operations.
  - Agency personnel will be notified that normal operations are resuming and that they should report back to work.
2. See Annex B: COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix - SOP # 7.

**C. AFTER-ACTION REVIEW AND REMEDIAL ACTION PLANS.**

1. An After-Action Review information collection process will be initiated prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from employees working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The After-Action Review should provide recommended actions to improve areas identified as deficient or requiring improvement.
2. The information will be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP Annual Review Process.

Continuity Of Operations Plan (COOP)

**II. ANNEXES**

**II. ANNEXES.**

- A. Risk Assessment.
- B. COOP Process Flow Chart and COOP Process Supporting Plans and SOPs Matrix.
- C. Mission Essential Functions.
- D. COOP Equipment/Supply Matrix.
- E. COOP Teams.
- F. Key Contact List.
- G. Delegation of Authority.
- H. Orders of Succession.
- I. Designated Alternate Facilities.
- J. Interoperable Communications.
- K. Vital Records and Databases.
- L. Tests, Training & Exercises.
- M. Program Management.

*Blank Intentionally*

**ANNEX A: RISK ASSESSMENT MATRIX.**

COOP Risk Assessment									
Location/Facility: Monroe County									
Date Completed: 01/05/04									
Completed by: EM									
Type of Hazard	Historical Occurrence	Prob. of Occurrence	Human Impact	Property Impact	Business Impact	Mitigation Activities	Internal Resources	External Resources	Total
<b>* Hazards of Concern as per Monroe County HVA</b>									
Civil Disturbance *	1	1	1	1	1	3	3	3	0.3
Communications Failure	3	2	3	1	3	3	3	4	2.0
Coastal Oil Spill *	1	1	1	2	2	2	1	3	1.1
Computer Crime/Virus/ Software Failure	1	1	1	3	3	3	3	3	1.2
Drought *	1	1	2	3	3	3	2	3	1.6
Epidemic	1	2	3	3	3	3	3	4	2.0
Fire: Brush & Forest *	2	2	2	3	2	4	4	4	1.6
Fire: Structural	1	1	3	3	3	4	4	4	1.3
Flooding: Short Duration *	4	4	3	2	2	3	3	3	3.2
Flooding: Freshwater *	4	4	2	2	3	3	3	3	3.2
Flooding: Drainage *	3	3	2	2	2	4	3	3	2.2
Flooding: Coastal Tidal *	1	2	4	4	4	4	3	4	2.6
Freeze *	1	1	1	2	2	2	2	3	1.0
Gas Leak	1	1	2	2	2	3	3	3	1.0
Hazardous Material Spills: *									0.0
a. Roadways *	2	3	1	2	1	3	2	4	1.7
b. Air *	1	1	3	1	3	3	2	4	1.2
d. Pipeline *	1	1	2	1	2	3	3	4	0.7
e. Rail Systems *	1	1	2	1	1	2	3	4	0.6
Hurricanes *	1	2	4	4	4	3	3	3	2.8
Lightning	4	4	3	1	1	3	3	4	2.7
Mass Immigration *	1	1	2	1	1	3	4	4	0.3
Military Conflict	1	1	1	1	1	1	3	5	0.3
Plane/Train/Auto Crash	2	2	2	2	2	3	3	5	1.4
Power Failure	2	2	2	1	2	4	3	5	1.1
Severe Weather/Storms *	3	3	2	2	2	3	3	4	2.2
Sinkholes/Subsidence *	1	1	1	1	1	1	1	1	1.0
Terrorism	1	1	3	2	2	4	3	5	0.9
Theft/Vandalism	2	2	3	3	3	4	4	4	2.0
Thunderstorm	3	3	1	1	1	3	3	4	1.6
Tornado *	2	2	3	3	2	4	4	4	1.8
Tropical Storm *	2	3	3	3	3	3	4	4	2.6
Water Pipe Break	3	3	2	2	2	3	3	3	2.3
Weapons of Mass Destruction: Chemical/Biological/Nuclear	1	2	4	3	3	4	3	5	2.0
Wildfires	2	2	3	3	2	4	4	4	1.8
Workplace Violence	1	1	2	1	2	3	3	3	0.8
Work Stoppage	1	1	2	1	3	1	1	1	1.7
Analysis Results: <u>High Risk</u> : Greater than 3.5 <u>Medium Risk</u> : 2.0 to 3.5 <u>Low Risk</u> : Less than 2									
<i>See scoring instructions next page.</i>									

**Instructions for Using the Spreadsheet**

The All Hands COOP Risk Assessment tool is an Excel spreadsheet, which is designed to measure a facility's risk from the effects of various hazards. The tool is based on a formula that weighs the probability and severity of potential impacts against preparations in place which are intended to minimize these impacts. Using a simple 1 to 5 scale, the probability of occurrence and the impact potential are tabulated along with mitigation efforts and the resources available to respond to the hazard. The score is based on a formula that weighs risk heavily but provides credit for mitigation and response and recovery resources. The higher the score, the higher the facility's risk from the hazard.

**Instructions.**

1. Obtain and review a copy of the county's Hazard Vulnerability Analysis (HVA.)
2. Add or delete hazards as required based on your local HVA analysis.
3. Using the guidelines shown below, score each hazard in all columns based on a scale of 1 to 5 with 5 being the highest.
4. Final Step: Sort the Total Column in descending order once scoring is completed.

**Scoring Guidelines.**

There are eight risk assessment factors contained in the spreadsheet. All factor scoring is done on a scale of 1-5. The formula contained in the spreadsheet calculates higher scores in the occurrence and impact columns as increasing risks, while higher scores in the mitigation and resource categories lower the overall risk score giving credit for steps taken to reduce the likely impact. Base your scoring on a "worst-case scenario." The following guidelines will assist you in scoring each hazard.

**Historical Occurrence (Frequency):**

Based on the number of occurrences: At least one occurrence every 1-4 years = 5; At least one occurrence every 5-10 years = 4; At least one occurrence every 11-50 years = 3; At least one occurrence every 51-100 years = 2; Has not occurred, but for planning purposes should be evaluated = 1.

**Probability of Occurrence:**

Based on the statistical probability of the hazard occurring in a given year. This may be obtained by scientific research or may simply be an educated guess. The higher the probability, the higher the score. Use the following guideline in determining your score. If less than 5% score 1, if 5% to 10% score 2, if 10% to 20% score 3, if 20% to 40% score 4, and score 5 if greater than 40% probability.

**Human Impact:**

Score based on greatest possible impact should worst-case event occur at your facility. Consider the likely number of fatalities, injuries, homeless, etc. Score 1 low - 5 highest.

**Property Impact:**

Score based on the economic costs of the event, including both direct and indirect property damage from the hazard. Smoke damage would be a 1 while a total loss should be a 5. Score 1 low - 5 highest.

**Business Impact:**

Score based on factors such as service impact, lost wages, revenues, and taxes. Consider cost of relocation, permanent damage to valuable resources, etc. Score 1 low - 5 highest.

**Mitigation Activities:**

Based on steps taken to mitigate the hazard such as security barriers, fire sprinklers, and redundant technical systems. The more mitigation measures taken, the higher the score. Score 1 low - 5 highest.

**Internal Resources:**

Base your score on the internal response and recovery resources. High scores should be given when there are a formal on-site response teams, organized fire brigades, floor wardens, continuity teams, or recovery teams. Score 1 low - 5 highest.

**External Resources:**

Base your score on the external resources that would be immediately available. This would include the local fire department. Give higher scores if there are specialized teams available or if contractor support such as hot sites, alternate facilities, and response teams are immediately available. Score 1 low - 5 highest.

**Understanding the Scores:**

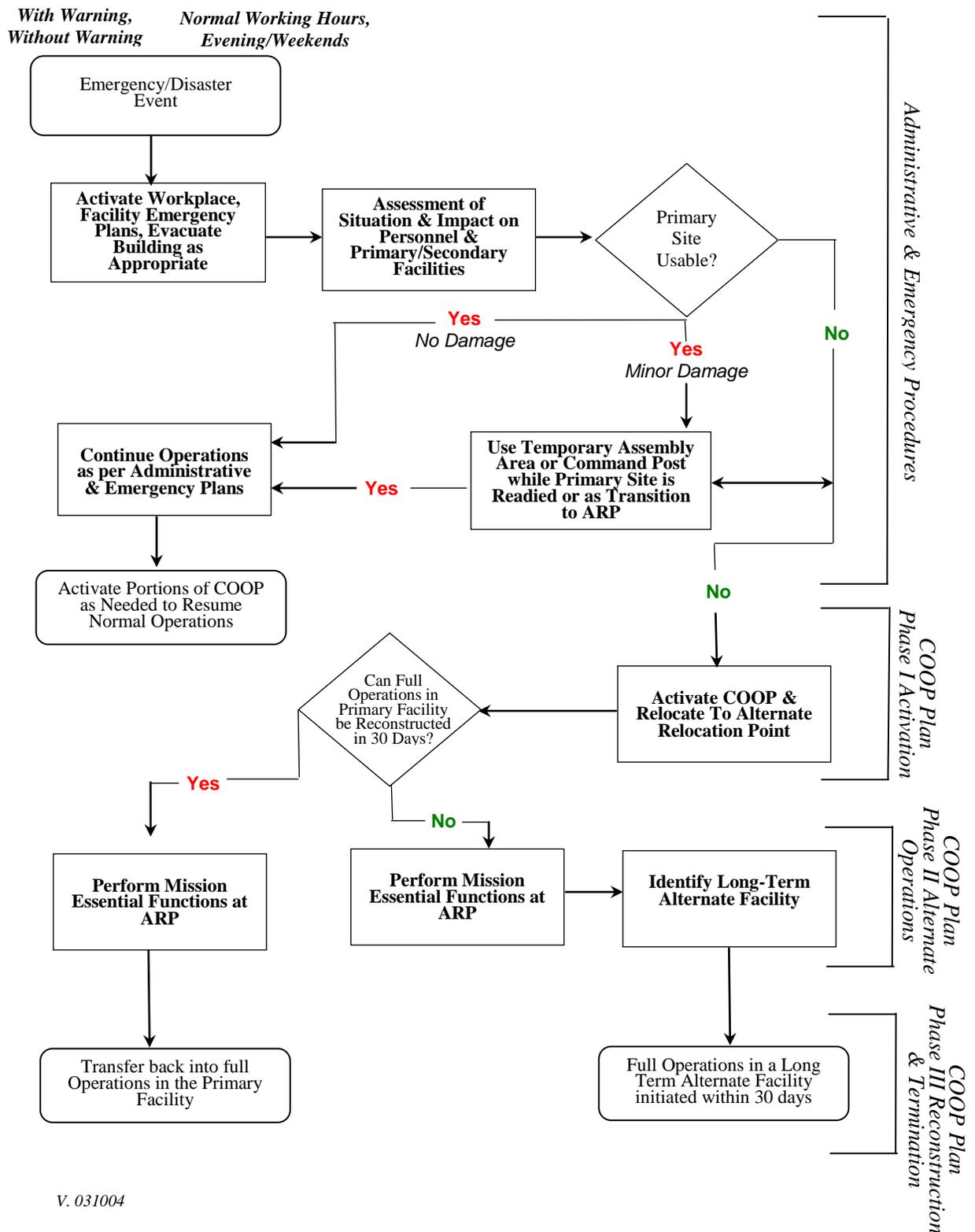
Based on the weighted scoring formula hazards that are relatively high will score 3.5 or higher. The spreadsheet is programmed to change colors based on the score as follows:

Red	High Risk	Greater than 3.5
Yellow	Medium Risk	From 2.0 to 3.5
Green	Low Risk	Less than 2.0

These scores are based on subjective judgments but, nonetheless, they provide a means to quickly rate the facility's risk from various hazards. Based on this risk scoring, priorities for increased mitigation and preparedness activities can be determined.

**ANNEX B: COOP PROCESS FLOW CHART AND COOP PROCESS SUPPORTING PLANS AND SOPS MATRIX.**

**COOP Process Flow Chart**



V. 031004

**Example COOP Process Supporting SOPs**

<b>Item</b>	<b>Description</b>	<b>Responsible Person(s)</b>
SOP 1	Emergency Response and Assessment	
SOP 2	COOP Alert and Notification	
SOP 3	COOP Relocation	
SOP 4	Relocation, Direction and Control	
SOP 5	COOP-A Team	
SOP 6	Alternate Relocation Point Start-up	
SOP 7	Return to Primary Facility and Restoration	
SOP 8	Department General COOP Responsibilities	

**Note:** SOPs need to be personalized and a responsible person assigned.

**COOP Process Supporting Plans**

<b>Items</b>	<b>Description</b>	<b>Availability</b>
Monroe County CEMP	Describes County's Emergency Management program, EOC organization and operations, Emergency Support Functions. COOP is a function within the CEMP.	Monroe County Emergency Management
WMD Annex to CEMP	Describes County's plans for monitoring and response to terrorist acts	Monroe County Emergency Management
County Technical Services Recovery Plan	Procedures for County's IT back-up, redundant systems, alternate sites, recovery and restoration	County Technical Services Department
Workplace/Facility Emergency Plan	Workplace emergency procedures	Workplace Safety Officer
Workplace/Facility Evacuation Plan	Workplace evacuation procedures, route, assembly area, personnel accountability, re-entry procedures	Workplace Safety Officer or Evacuation Warden

## COOP SOPs

### Note

The following COOP process SOPs are provided as examples. Departments are encouraged to personalize these SOPs by adding department specific information. These SOPs are not inclusive. Add tasks and relevant information as appropriate.

### I. EMERGENCY RESPONSE AND ASSESSMENT SOP.

#### A. Emergency Response: Life Safety. (During Duty Hours).

1. For event affecting the facility/building, follow workplace and building emergency procedures.
2. Response to an emergency does not necessarily automatically translate into the declaration of a disaster and the implementation of a full COOP.

#### B. Assessment.

1. Following the notification of the emergency incident or situation, an Assessment Team of key department personnel will first assemble at the incident site and immediately begin to assess and evaluate the altered business environment.

- Assessment Team members: \_\_\_\_\_ (Assign and List Team Members)

2. The primary objectives of the Assessment Team are to:

- Establish an immediate and controlled department presence at the incident site.
- Conduct a preliminary assessment of incident impact, known injuries, extent of damage, and disruption to the department services and business operations.
- Notify the department Director/Chief.
- Determine if and/or when access to the department facilities will be allowed.
- Provide the department Director/Chief with the facts necessary to make informed decisions regarding subsequent COOP activation and recovery activity.

3. Activation of the department relocation portion of the COOP requires significant expenditures of time, personnel and financial resources. The department Director/Chief will determine whether or not the expenditure of resources are warranted and to what extent they are justified based on the information and recommendations provided by the Assessment Team.

#### C. Assessment of Situation and Primary Facility Checklist.

**Purpose:** Protect people from re-entering buildings before they have been declared safe, conduct visual inspection and analysis of types of hazards, notification to department management of serious hazards.

- Ø Make notification to 9-1-1 (if appropriate) first, then department management. Initial situation report should include:

- Location
- Injuries
- Weather, if a factor

- Situations-what happened, etc.
  - Exposure- what is threatened, what is needed, what is contaminated (especially water drainage/supply)
- θ Conduct a visual inspection and analysis of the types of hazards present in the area.
- Approach any inspection site cautiously.
  - Do not contaminate yourself or any equipment you use.
  - Assume the worst until otherwise verified.
  - Are there general exterior hazards? Holes, broken pavement, walkways, trees down or leaning, power lines down, building siding broken or hanging.
  - Is there an equipment hazard? Heavy objects, vehicles, machinery, desks, racks or bookshelves not braced, file cabinets, etc.
  - Is there a hazardous material problem? Chemicals spilled, tanks of liquids exposed, pipes broken, flammable liquids, strong odor of gas, sewage, etc.
  - Are there overhead hazards? Suspended ceiling without bracing, fluorescent lights or fire sprinklers without support, other overhead hazards.
  - Is there an electrical problem? Exposed wires, batteries, transformers hanging or not anchored junction boxes exposed, etc.
  - Are there windowpanes unsecured or broken glass?
- θ Be sure to look for multiple hazards.
- θ Document and notify department management of serious safety hazards.
- Maintain good written and photographic (whenever possible) information regarding the areas surveyed.
- θ Do not allow persons to re-enter buildings until the buildings have been inspected and deemed safe by authorized professionals.
- Monitor disaster area.
  - Conduct ongoing site monitoring.
- θ Ensure facility employees and visitors are safe and life safety practices are in place as per OSHA and other state/municipal worker safety regulations and guidelines.
- θ Identify a safe area well away from contaminated or problem area.
- θ Try to prevent further damage or contamination.
- Identify resources needed to mitigate or resolve the situation.
- θ Restrict access to the area.
- Determine appropriate action, i.e. rope off, signage, etc.
- θ Use trained personnel to initiate rescue efforts.
- Rescue victims only when there is no or limited risk to yourself or team members.
- θ Call for additional help as needed.
- θ Ensure employees working in the recovery effort are in safe and healthy conditions as per OSHA and other state/municipal worker safety regulations and guidelines.

## **II. COOP ALERT AND NOTIFICATION SOP.**

### **A. ALERT.**

For all individuals receiving/providing notification of an emergency incident or situation:

1. If you receive a call notifying you of an emergency incident or situation, write down the message. Repeat the message back to the caller to verify its accuracy.
2. Request that the individual making the notification meet the Assessment Team at the incident site. Provide an estimated time of arrival.
3. If you are the first person notified, contact \_\_\_\_\_ (*Personalize to Your Department*) to verify the reported emergency incident or notification.
4. Notify the Assessment Team. Refer to the Action Plan for contact information.
5. Read the information received to each person you call, briefly stating the nature of the problem and the time of the reported incident. Do not speculate on injuries or damage to avoid possible confusion.
6. Instruct each person you contact to proceed to the pre-determined emergency meeting site or other designated location. Determine each person's estimated time of arrival.
7. Instruct all individuals contacted to avoid making comments to news media, customers, vendors, etc. An official department-designated spokesperson will provide the news releases to the press, news media, etc.
8. Give instructions to each contacted individual as to what is expected of them, (e.g. report to the emergency response site, report to Assembly Site, report to ARP, stand by for further instructions, etc.). Activate only the employees needed immediately and prepare a notification list and contact schedule for other individuals if required.
9. Maintain a record of all calls attempted and completed. Report the notification results to the Director/Chief.

**B. NOTIFICATION GUIDELINES.**

1. General.
  - a. All COOP Team Leaders and Team Members have been assigned call tree responsibilities that should be followed during the emergency notification.
  - b. It is important that all key personnel be notified of the disaster as soon as possible to begin business resumption operations.
  - c. The Employee/Contractor Notification List has the telephone numbers for the essential personnel to be notified in predetermined sequence.
2. Alert Procedures.
  - a. Information and guidance for employees will normally be passed telephonically using existing emergency notification cascades.
  - b. Depending on the situation, current information will also be available via:
    - (*Personalize to Your Department*)

- c. Employees should listen for specific instructions. All employees should remain at their office or home until specific guidance is received.
  - d. Some employees, previously identified, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and the designated ARP location.
  - e. The department Director/Chief or designated successor will direct the activation of the COOP.
3. Notification Procedures.
- a. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
    - *(Insert Your Department's Procedures)*

### **III. COOP RELOCATION SOP.**

#### **A. RELOCATION WITH WARNING.**

1. Initial Actions. Upon receipt of alert notification, personnel will take documents required for the performance of the functions to be conducted at the relocation sites. Personnel will prepare designated communications, IT equipment, and other essential equipment for relocation, if time permits, and take appropriate preventive measures to protect communications and IT equipment not designated for relocation. Personnel will take appropriate measures to ensure security of the facility and non-removable equipment and records.
2. Departure for the Relocation Site. Teams/individuals begin movement to the site, taking such essential records and equipment as time permits. Other personnel may remain on duty until told to move to the relocation site or to go home.
3. Controlled Shutdown of Operations. If time and circumstances permit, personnel may be requested to remain at the primary site to serve in a stay-behind, caretaker capacity, to assist in shutting down equipment and securing primary site facilities and equipment against loss or compromise.
4. Department customers, the general public or response agencies are notified of the decision to relocate and/or status of the primary site and its operations.

#### **B. RELOCATION WITHOUT WARNING DURING DUTY-HOURS.**

1. In a situation where a decision is made during normal duty hours (8 a.m. - 5 p.m. Monday through Friday) that the primary site is uninhabitable, relocation actions depend on the extent of damage to the site. In a minimal case, where the site is uninhabitable (e.g., due to a chemical spill), but the facility, equipment, records, and personnel are undamaged, the department Director/Chief will determine whether/how much to relocate. If possible, department management will initiate a duty-hours notification. If time does not permit because of an immediate evacuation of the building or other circumstances, notification is made by whatever means are available. If time permits, designated personnel should back up IT equipment and databases and prepare communications, IT, and other equipment and important records for relocation. Designated personnel will provide physical security for documents and equipment. Personnel requested to relocate will move to the relocation sites. All other personnel are directed to go to their residences and await further

instructions.

2. Department customers, the general public or response agencies are notified of the decision to relocate and/or status of the primary site and its operations.

### **C. RELOCATION WITHOUT WARNING DURING NON-DUTY HOURS.**

1. Notification of COOP Teams upon the decision of the department Director/Chief that the primary site is uninhabitable.
2. Depending on the timing of the incident, a media announcement may be released to the local radio and television stations. Employees should listen for specific instructions. If no clarification is forthcoming, employees should, unless directed differently, remain at home and await further instructions.
3. Teams/individuals may be directed to report to the relocation site, to the home site to pick up essential records or equipment enroute to the site, or to remain at home.

## **IV. RELOCATION DIRECTION AND CONTROL SOP.**

- A. The department Director/Chief Director determines the timing of the execution steps of the relocation process described below. The phases shown below are arbitrary.
- B. The decision to execute a specific step does not necessarily imply the execution of one or more subsequent steps, especially in a situation with advance warning. In such a case, the department Director/Chief may choose to reassess the situation before the execution of any subsequent step and retain the option to terminate or reverse the relocation process at any phase.
- C. Implementation of this plan may be time-phased. The time-phasing for relocation and relocation site operation is as follows:

### **Phase I (1-24 hours).**

- Notify next senior level of intent to relocate.
- Notify relocation site manager of impending relocation and actual relocation requirements.
- Relocate key staff.
- Prepare relocation site(s) for follow-on personnel.
- Conduct limited essential functions as soon as possible.

### **Phase II (24 hours-5th day).**

- Continue essential functions.
- Relocate employees as required.
- Identify missing personnel and request/arrange for augmentation as required.
- Commence other functions.

### **Phase III (5th day-until termination).**

- Sustain all essential functions from the relocation sites.

## **V. COOP-A TEAM SOP.**

**A. EMERGENCY RESPONSE.**

1. Complete emergency response, notification and mobilization duties as directed by the department Director/Chief.
2. Ensure the department Director/Chief is contacted and apprised of situation's status and activity.
3. Obtain reports of personnel injury.
4. Perform assessment(s) and evaluation(s) until the extent of impact or damage can be determined.
5. Document the results of the preliminary assessment(s) and evaluation(s) and submit the report to the department Director/Chief with recommendations to terminate the emergency response activities or activate subsequent plan operations.
6. Terminate or expand/extend the operation as directed by the department Director/Chief.

**B. COOP ACTIVATION.**

1. Establish and organize a Command Center from which to manage resumption activities.
2. Activate and mobilize the continuity support/logistic teams needed resume time-sensitive application restoration.
3. Evaluate alternate site equipment and network service for the necessary enhancements to support time-sensitive application recovery.
4. Mobilize and activate the support teams needed to support enhancement and use of the alternate site(s).
5. Notify and inform department customers, the general public and County Management of the situation.
6. Alert employees, vendors and other internal and external individuals and organizations to the situation and the their role during resumption and recovery.
7. Begin implementing procedures to re-establish time-sensitive processes and applications. This may include relocating to a temporary facility, re-establishing communications at an alternate site, etc.

**C. RESPONSIBILITIES OF COOP-A TEAM MEMBERS.**

- Attend Relocation Team meetings as scheduled.
- Keep COOP Relocation Team Leader apprised of COOP matters.
- Review and update mission-essential functions annually.
- Develop notification cascades for division personnel.
- Update as required.
- Participate in COOP training and exercises.
- Develop Drive-Away Kits.
- Develop plan for off-site storage of data to include vital records and databases.
- Prepare division COOP Implementation Plans and Standard Operating Procedures and update as necessary.
- Annually review the composition of the working group staffing to ensure that the assigned staff are adequate.

**VI. ALTERNATE RELOCATION POINT (ARP) START-UP SOP.**

**A. ARRIVAL.**

1. Upon arrival at the appropriate relocation site, the COOP-A Team Leader will give personnel an orientation briefing. This briefing will cover site organization and operation, and information on the support available such as communications equipment and personnel available to assist in the exchange of information with the chain of command and with other relocation sites.
2. While the relocation sites provide certain support capabilities, the relocated staff is responsible, if circumstances permit, for bringing records and specialized equipment that were not pre-positioned.
3. As soon as practicable, personnel will perform, or assist senior officials in performing, the following functions from the relocation site. Each person will not be performing every function; collectively, however, those arriving initially should be able to ensure performance of these functions:
  - Monitor the situation, extent of damage, status of personnel, resources, and events by recording incoming reports.
  - Assess the situation by evaluating information gathered from reports.
  - Report the status of operations to other viable County organizations as appropriate.
  - Keep time and attendance records.
  - Ensure twenty-four hour per day, seven days per week (24/7) coverage by planning and scheduling relocation site activities, i.e., work hours, meals, etc.
  - Provide decision-making and other office support.
  - Prepare and disseminate instructions, and report back, as required.
  - Monitor Department field organizations and other deployed personnel, as required.
  - Implement contingency termination and recall actions, when directed.

**B. ARP START-UP TASKS. (Personalize to Your Department)**

- ∅ Notify Technical Services Operations (24 hour)
- ∅ Activate "physical plant:"
  - Turn on lights.
  - Turn on ventilation.
  - Turn on air conditioning or heat.
  - Unlock, open doors.
- ∅ Activate, set up phones.
  - Assign someone to take phone messages.
- ∅ Activate, set up radios.
  - Conduct radio checks.
  - Contact dispatch centers.
- ∅ Activate, set up fax.
  - Check fax machine for messages.
- ∅ Ensure all necessary warnings and notifications are made:
- ∅ Coordinate with media.

- θ Notify county/State EOC.
- θ Post situation information and key contact numbers on maps and status boards.
- θ Turn on copy machine.
- θ Set up, placement of Furniture.
- θ Set up, placement of Equipment.
- θ Set up, placement of Supplies.
- θ Ensure adequate set-up of status boards and displays, both physical and electronic.
- θ Establish security, as appropriate.
- θ Ensure compliance with all applicable safety regulations.
- θ Brief arriving staff on situation.
- θ Keep an accurate log of activities.
- θ Determine food and beverage needs.
- θ Make coffee.
- θ Ensure sanitation facilities.
- θ Determine support services needed:
  - Word processing.
  - Duplicating services.
  - Courier services.
  - Office supplies.
  - Filing and file space.
  - Casual labor.
  - Financial services (contracts, purchase orders, collection of receipts, etc.)
  - Oversight of vehicles and building services.
- θ Determine the types of maintenance services required, such as janitorial, sanitation, showers, lighting, and safety.
- θ Assign other activation tasks as required.

## **VII. RETURN TO PRIMARY FACILITY AND RESTORATION SOP.**

1. The department Director/Chief will initiate the return to the primary facility once the primary facility has been deemed safe. This begins the “restoration phase” of this plan.
2. Restoration builds on the assessments performed in the emergency response stage with the goal of returning the impacted facility to its pre-disaster capabilities. If the original facility is assessed as beyond repair, this

stage will involve the acquisition and outfitting of new permanent facilities.

3. The restoration process includes the assessment of:
  - Environmental contamination of the affected areas;
  - Structural integrity of the building; and
  - The damage to furniture, fixtures and equipment.
4. Restoration will begin in earnest once solid estimates of contamination, structural damage and asset loss can be obtained and personnel resources can be dedicated to the management and coordination of the process.
5. This phase may be executed sequential to, or concurrent with, the Resumption and/ or Recovery stages. The department Director/Chief will ensure that sufficient support for resumption and restoration operations is provided. Objectives/tasks include:
  - Maintain an adequate level of support team coverage to support all business operations.
  - Maintain an adequate technology teams coverage to sustain information processing operations.
  - Maintain communication with the continuity organization.
  - Clean and/or decontaminate the building.
  - Repair and/or restore the building or construct/acquire of a new facility,
  - Replace the contents of the building.
  - Coordinate the relocation and/or migration of business operations, support and technology departments from temporary facilities to the repaired or new facility.

### **VIII. DEPARTMENT GENERAL COOP RESPONSIBILITIES SOP.**

- Appoint a COOP Coordinator (Team Leader) for coordination and implementation of the COOP Plan.
- As appropriate, develop individual Division COOP Implementation Plans that support this document and address the unique aspects of their respective requirements, plans, or procedures.
- Identify mission-essential functions and update as necessary.
- Identify agency missions or functions that can be deferred or terminated in the event the COOP Plan is implemented.
- Establish an order of succession.
- Pre-delegate authorities for making policy determinations.
- Maintain a current roster of designated COOP team members.
- Ensure that all COOP team members understand the COOP procedures and their responsibilities; Provide training.
- Maintain current personnel emergency alert and notification rosters.
- Prepare backup copies of vital records.
- Provide for the proper storage of backup copies of vital records and other pre-positioned items.
- Designate personnel responsible for compiling and maintaining office COOP Go- Kits.
- To the extent possible, pre-position COOP Go-Kits and other essential items at a designated Assembly Area or Alternate Facility.
- Prepare COOP Site Support Procedures to ensure the smooth transition of essential functions, personnel, equipment, and vital records.
- Maintain a current roster of Alternate Facility support staff personnel.; Designate personnel responsible to assist the arriving COOP teams at the Alternate Facility.
- Conduct periodic tests of the office telephone notification cascade.
- Conduct COOP tests, training, and exercises.
- Conduct periodic coordination visits to alternate site.
- Identify employees who may require transportation and billeting.

- Keep the elected officials informed of any site vulnerabilities or changes in site resources that may impact the effective execution of the COOP Plan.

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**ANNEX C: MISSION ESSENTIAL FUNCTIONS.**

1. Mission Essential Functions are those functions that provide vital services, exercise civil authority, maintain safety and well being of the public, and sustain the industrial and economic base. The following Mission Essential Functions must be performed by Public Works under all circumstances and are prioritized so personnel know which activities should be performed first. The ARP can support the Mission Essential Functions of Public Works.
2. Inventory of Essential Functions.
  - a. Details are found in Public Works Emergency Procedures.
  - b. Summary of essential functions:
    - Public Facilities Maintenance: Provide facility support for Monroe County Government. Maintain buildings and grounds; infrastructure. Provide Emergency Support Functions (ESFs) # 1 and # 3, as specified.
    - Roads and Bridges: Maintain all county roads and bridges (including signs). Provide Emergency Support Functions (ESFs) # 1 and # 3, as specified.
    - Engineering/Construction Management: Support design functions for Roads and Bridges, Management Facilitators for Capital Improvement Projects. Provide Emergency Support Functions (ESFs) # 1 and # 3, as specified.
    - Fleet Maintenance: Maintain all County vehicles including Monroe County Sheriff's Department and Fire Rescue, heavy and light equipment, and generators. Provide fuel. Provide Emergency Support Functions (ESFs) # 1 and # 3, as specified.

**Priority 1:**

- Disaster/Emergency debris clean-up.
- Roadway access.
- Damage assessment.
- Hazardous material management.

**Priority 2:**

- Emergency Plans and SOP Maintenance.

**Priority 3:**

- Administrative functions, maintenance.

3. Staffing Levels to Perform Essential Functions.
  - a. Staffing levels to perform essential functions are found in Public Works Emergency Procedures Book.
4. Resources Needed to Perform Essential Functions (see Annex D: COOP Equipment/Supply Matrix).
  - a. Data and communications support:

- 
- Telephone system.
  - 800 radio system.
  - Cell phones.
  - Pagers.
  - Data lines.
- b. Inventory of vendors/supplies: See Annex D: COOP Equipment/Supply Matrix and Annex F: Key Contact List.
- c. Vital records, systems and data:
- Department network.
  - Operational reference books.
  - Hardcopy of emergency plan's, policies, procedures.
- d. Specific materials/supplies:
- See Annex D: COOP Equipment/Supply Matrix.
- e. Pre-positioned equipment and resources at alternate site:
- Telephones, fax, 800 radio system, data lines, cell phones.
5. Hazard identification and risk assessment.
- a. The hazards that put normal operations of the departmental operations at risk have been identified, to include natural events, technological events and human events. See Annex A: COOP Risk Assessment.

**ANNEX D: COOP EQUIPMENT/SUPPLY MATRIX.**

**EOC/COOP EQUIPMENT / SUPPLY MATRIX**

Developed for: Public Works Department

The Monroe County Public Works "*Equipment List with Cost Information - Sorted by Company*" is published separately. A copy of the information can be found at the end of this document and should be used as an example only.

Should current information be needed the master document is maintained in Monroe County Fleet Management and is updated daily.

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
<b>COMMUNICATIONS</b>							
SAT COM / EM Net							
Sky Cell							
Radios/Systems:							
• 800 MHz							
• VHF							
• UHF							
• Civil Air Patrol							
• County-to-County							
• Amateur							
Phones:							
• Switchboard							
• Land lines							
• Fax lines							
• Data lines							
• Cell							
Pagers							
Internet Access/Email							
AM/FM Radios							
T.V.							
• TV Cable and Satellite Connections.							
<b>WARNING</b>							
Dialogic							
DTN (weather warning system)							
<b>INFORMATION TECHNOLOGY</b>							
Computers, desktop							
Computers, laptop							
Printers							
Software:							
• Hurrivac							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
• CAMEO							
• MarPlot							
• Aloha							
• EOC Manager							
• Microsoft Word							
• Email							
Networking							
Data Bases:							
• PSN							
• ESF 5							
• Specific ESF							
• "F" Drive							
• Dialogic							
• GIS							
<b>OTHER EQUIPMENT</b>							
Power surge strips							
Power cables							
Data cables							
Portable Printer							
Photocopier							
Portable Photocopier							
Fax Machine							
Tape Recorder, batteries							
Digital or 35mm Camera, batteries							
Video Camera, batteries							
AM-FM Radios, batteries							
Calculator, batteries							
Typewriter, Electric							
Typewriter, Manual							
Portable White Boards and Markers							
Flashlights, batteries							
GPS Units, batteries							
<b>DOCUMENTS</b>							
Plans:							
• Extra copies of key operations plans							
SOPs							
Resource staffing lists							
Library of reference materials:							
• Phone Books							
• Resource Lists							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
• Calendar pads (desk top)							
<b>DISPLAYS</b>							
Maps							
Charts/displays							
Overhead projectors with screens							
White Boards							
Pana-Boards							
Bulletin Boards							
Easels with flipcharts							
Flipchart pads							
Video monitors, players							
<b>FURNITURE</b>							
Tables/chairs							
Computer Work Stations							
Clocks							
<b>SUPPLIES</b>							
EOC Forms:							
• Message Forms							
• Log Forms							
Blank backup tapes							
Blank 3.5" floppy diskettes or CDs							
Toner: Copier, Laser Printers							
Ribbons: Typewriters, Dot Matrix Computer Printers.							
Copier paper							
Fax paper							
Computer printer paper							
Paper							
Carbon paper							
Pens, Pencils							
Erasers							
Writing pads, tablets							
Post-it-pads, various sizes							
Telephone memo call pads							
Staplers, staples, staple removers							
Tape Dispensers, tape							
Assorted Rubber Bands							
Paper Clips, Fasteners							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Binder clips, various sizes							
Rubber Stamps							
Ink Pads, ink							
Note Pads							
File Folders							
Boxes for filing							
Clipboards							
Tool Kit, screwdrivers, pliers, etc.							
Cash Boxes							
Receipt Books							
Extension Cords							
Masking tape							
Scotch tape							
Push pins							
Felt tip markers							
Marking pens (various colors)							
Grease pencils							
Scissors							
Name tags							
Large manila envelopes							
Three hole paper punch							
3- Ring binders							
<b>LOGISTICS</b>							
Transportation							
Agency vehicles							
Private vehicles							
Public Transportation (Government)							
Commercial and Private Buses, Taxis							
<b>EMERGENCY POWER</b>							
Generators, fuel							
Propane heaters, fuel							
Uninterrupted Power Systems							
<b>ESSENTIAL INFRASTRUCTURE/ SERVICES</b>							
Critical Utilities (list)							
Telecommunications							
Gas							

Equipment/ Supply	Primary Have (Enter #'s)	Primary Need (Enter #'s)	Relocate Y/N	Alternate Have (Enter #'s)	Alternate Need (Enter #'s)	Needed Within 12 Hrs	Needed After 12 Hrs
Electric							
Water							
Sewer							
<b>COMMERCIAL VENDORS (LIST):</b>							
Vehicles							
Fuel							
Tires							
Maintenance							
Ground Service for Mail							
UPS							
FEDEX							
Courier Service							
Banking							
• Direct Deposits							
<b>LIFE SUPPORT</b>							
Drinking water							
Nonperishable food							
Hygiene products							
Sanitation facilities, supplies							
• Sanitation kits: chemical disinfectants, commode seats, toilet paper							
Exercise and recreation facilities							
<b>SAFETY</b>							
Flashlights, Batteries, Bulbs							
Blankets							
First Aid Kits							
Life Pack (defibrillator)							
Fire Extinguishers							
<b>GARBAGE, TRASH SUPPLIES</b>							
Brooms							
Sponges							
Mops							
Buckets, Pails							
Disinfectants							
Trash cans							
Wastepaper Baskets							

**ANNEX E: COOP Teams.**

1. Public Works Emergency Plan and SOPs contain the following:
  - Procedures to alert officials and staff of an actual or impending event exists.
  - Procedures to ensure essential and non-essential staff that safety concerns during an emergency requiring relocation.
  - Normal vs. emergency personnel issues of employment.
  - Emergency use of employees.
  - Employees and their families are encouraged to prepare for emergency situations.
  - Personnel notification/contact lists.
2. COOP Teams.
  - a. COOP Advance Team (COOP-A): These are personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.
    - Public Works Division Director.
    - County Engineer.
    - Fleet Maintenance Director.
  - b. COOP Sustainment Team (COOP-S): These are personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.
    - County Engineer.
    - Fleet Maintenance Director.
    - Senior Director, Lower Keys Operations.
  - c. Non COOP personnel (N-COOP): Personnel who are not designated to a COOP Team may be directed to move to some other County facility or duty station, or may be advised to remain or return home pending further instruction.
    - Senior Director, Lower Keys Operations.
    - Middle Keys Operations.
    - Upper Keys Operations.

**ANNEX F: Key Contact List.**

The Public Works Emergency Procedures Book contains:

- Management contact numbers.
- Vendor information and contact numbers.
- Call tree SOP.
- Contact numbers of teams and Recovery Team.

**ANNEX G: DELEGATION OF AUTHORITY.**

1. Authorized successors have pre-delegated authority for making policy determinations and decisions.
  - (a) Primary: Public Works Director.
  - (b) Second: County Engineer.
  - (c) Third: Fleet Maintenance Director.
  - (d) Fourth: Senior Director, Lower Keys Operations.
2. Public Works Emergency Procedures and SOPs provides the following:
  - The programs and administrative authorities needed for effective operations at all organizational levels having emergency responsibilities are identified.
  - The circumstances under which the authorities would be exercised are identified.
  - The necessary authorities at all points where emergency actions may be required, delineating the limits of authority and accountability are documented.
  - The authority of designated successors to exercise department direction, including any exceptions, and the successor's authority to re-delegate functions and activities are documented
  - The circumstances under which delegated authorities would become effective and when they would terminate are indicated. (Generally, predetermined delegations of authority would take effect when normal channels of direction are disrupted and would terminate when these channels have resumed).
  - Officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties.
  - Responsibilities and authorities of individual department representatives designated to participate as members of interagency emergency response teams are specified.
  - A delegation of authority within the department to command emergency response activities is identified.
  - Roles or titles rather than names for the delegation of authority are identified.
  - A delegation of authority at the Alternate Operating Facility (AOF) to command emergency response activities in the event of department relocation is identified.
3. **Example Delegation of Authority Memorandum.**

See next page for Example.

**Example**  
**Delegation of Authority Memorandum**

Date:

**Memorandum**

To:

From:

Subject: Delegation of Authority

Pursuant to Section \_\_\_\_\_, the authority to take actions listed below is hereby delegated to you in your respective positions in (agency/department/division name) to the incumbents of the positions designated herein. This delegation is effective as of (date).

List tasks to be covered in this delegation (see Examples listed) and to whom those delegations will be made. (Examples: Travel authorization; Leave authorization; Purchase requisitions/spending authority; Execution of Contractual agreements; Other Tasks:)

All authority hereby delegated shall be exercised in accordance with applicable laws, rules, administrative directives, and budget allocations. This authority cannot be re-delegated.

\_\_\_\_\_  
Signature of the Director (*or other appropriate authority*)

**ANNEX H: ORDERS OF SUCCESSION.**

1. Public Works Emergency Procedures and SOPs contain the following:
  - Order of Succession of sufficient depth to ensure the department's ability to perform essential functions while remaining a viable part of County Government through any emergency.
  - Roles or titles (rather than names) for the order of succession.
  - Procedures to revise orders of succession as necessary, and distribute revised versions promptly as changes occur.
  - Conditions under which succession will take place.
2. Orientation programs to prepare successors for their emergency duties are conducted.
3. The following positions in the order enumerated below have the sole authority to activate/deactivated the COOP and determine appropriate actions for the delegation of authority when the COOP is activated:
  - (a) Primary: Public Works Director.
  - (b) Second: County Engineer.
  - (c) Third: Fleet Maintenance Director.
  - (d) Fourth: Senior Director, Lower Keys Operations.
4. All successors assume the authority(ies) of the position they are succeeding to.
5. Orientation programs are conducted annually or whenever there is a change in the organization structure or staffing.

## **ANNEX I: DESIGNATED ALTERNATE FACILITIES.**

1. General.
  - An immediate capability is in place to perform essential functions under various threat conditions, including threats involving weapons of mass destruction.
  - Directions and maps/diagrams to the relocation site are found in the Public Works Emergency Procedures and SOPs.
2. The following Designated Alternate Facilities are designated based on consideration of mission essential functions and the ability to accommodate key staff:
  - (1) Marathon Public Works (Fleet Maintenance), 10600 Aviation Blvd., Marathon, Florida
  - (2) Plantation Key Public Works, 186 Key Heights Drive, Tavernier, Florida:
    - Office and Shop.
    - Fleet Maintenance Garage.
3. Appropriate physical security and access controls are in place, and include:
  - The alternate facility has locked doors, video cameras, locking mechanisms and ID cards.
4. Any Alternate Facility identified and rated will be reevaluated for suitability and functionality. The annual review of the COOP will include a review of the Alternate Facilities to ensure that the facilities still meet the current needs. Recommendations will become part of the remedial action process and any shortfalls in the equipment, maintenance, or improvement and modernization of the facilities will be incorporated into the Program Management Plan.
5. Alternate Facility Planning Considerations.
  - a. Compatibility: Hardware, software, and communications that are or would have to be installed at the alternate site must be the same as or compatible with original equipment supported.
  - b. Accessibility: The alternate site must be readily accessible, but not so close as to share the same disaster.
  - c. Reliability: The alternate site must be capable of supporting the operations of the affected office(s) 24 hours a day, seven days a week. Maintenance for site equipment, hardware and communications should be on-site or on-call.
  - d. Capacity: The alternate site and facility/computer equipment must have sufficient floor space, heating/cooling/power, communications lines, and memory capacity to support the suite of equipment required.
  - e. Security: The physical security at the alternate site must be sufficient to protect the sensitivity of the information and data.
  - f. Time to prepare: There must be sufficient time to prepare for the disaster, including time to prepare/convert data and software, prepare the site, prepare/store supplies, forms and documentation, obtain/install power and communications circuits, and prepare and test the COOP.

- 
- g. Support & Assistance: There must be on-site technical support and assistance to set-up and configure the hardware, software, and communications.
- h. Cost: Cost factors can be subdivided into three categories:
- Preparation costs include cost of any equipment or LAN/WAN.
  - Maintenance costs include hardware, software, or telecommunications maintenance/lease fees.
  - Execution costs are incurred in declaring a disaster and executing the COOP, including rent, travel, and per diem.

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**ANNEX J: INTEROPERABLE COMMUNICATIONS.**

1. In general, telecommunications and information systems capabilities exist on a limited basis at each primary alternate facility. See Annex D: COOP Equipment/Supply Matrix.
2. Available Internal Communications includes:
  - Telephone.
  - Cell Phones.
  - Pagers.
  - 800 Radio System.
  - Fax.
  - Data lines/email.
3. Available External Communications includes:
  - Telephone.
  - Cell Phones.
  - Pagers.
  - 800 Radio System.
  - Fax.
  - Data lines/email.

**ANNEX K: VITAL RECORDS AND DATABASES.**

1. Vital records and databases necessary for performing mission essential functions have been identified. These include:
  - 3 Base radio stations Lower, Middle and Upper Keys.
  - Nextel System.
  - Procedures for Disaster/Emergency Clean-up.
  - Vendor contracts.
  - Hardcopy of Emergency Plan, policies, procedures.
2. A vital records and database backup strategy is maintained in cooperation with the County Clerks Office.
3. Separate master copies of all operating system and specific application program software, together with copies of all applicable hardcopy documentation and operating manuals are maintained.
4. Appropriate individual(s) prepare backup copies of all electronic files on a regular (e.g., not less than weekly) basis, maintain copies of all required references and hardcopy files, and store the backup copies in a secure off-site location.

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## **ANNEX L: TESTS, TRAINING AND EXERCISES.**

1. A training and exercise schedule designed to test and evaluate the COOP is maintained. The department will consider the following:
  - Exercises to test individual essential elements, interrelated elements or entire plan(s).
  - Tests and training to demonstrate viability and interoperability of COOP plans.
  - Training for department COOP contingency staffs and emergency personnel to ensure currency of knowledge of responsibilities and integration of skills necessary to implement COOP plans and carry out essential functions.
  - Testing of alert and notification procedures and systems for any type of emergency conducted at least quarterly.
  - Orientation for COOP contingency staffs arriving at an alternate operating facility.
  - COOP exercises for a full deployment to the alternate site conducted annually.
  
2. Tests, training and exercises focus on the SOPs and data required by the various COOP personnel and Teams needed to perform their designated roles. Tests, training and exercises will include the following:
  - Priority Contact List (including employee names and contact information).
  - Employee/Contractor Notification List (containing a directed list of who is to contact who regarding the communication of continuity information).
  - Team Member Roster (identifies the specific individuals belonging to each Team, and their contact information).
  - Team Task List with Dependencies (consists of a detailed, step-by-step listing of each task to be performed by the members of the various continuity teams. Where a specific task must await action by a member of another team, this is so noted, and the task/responsible individual is identified. This area is key to the entire COOP. Each task is also separately identified by a unique number that identifies both the team and the order of execution. Additionally, the task sheets contain room to check off task completion, and the expected/actual times to complete.
  - Enterprise Process Configuration (lists, for each IT System or Process, the associated software, equipment, supplies, network Information and responsible Teams).
  - Vendor Representatives (contains a listing of all applicable vendor contact information, including local representatives and focal points within the organization).
  - Location Information (contains the location of all off-site storage, alternate operating locations, record repositories, etc. Driving instructions and personnel focal point contact information is also included for each location).
  - Vital Records (includes a listing of all necessary documents, manuals, diskettes, CD-ROMs and all other media necessary to implementing the COOP).

3. The COOP is tested in order to train personnel, and to keep the plan in step with changes to the environment. Testing methods include:
  - Review: A check the accuracy of the COOP details, i.e. accuracy of contact telephone numbers, building and room numbers, whether the listed individuals are still in the organization, etc.
  - Analysis: Mentally following the strategies in the COOP, looking for flaws in the logic or process used by the COOP developers. Also consists of interviews with functional managers, resource managers, and their staff to detect missing or unworkable pieces of the plan.
  - Simulation & Test: Consists of various types and scope of exercises designed to test and evaluate the COOP. A simulation requires the execution of notification, operating procedures, the use of equipment hardware/software, possible use of alternate site(s), and operations to ensure proper performance. Simulation exercises can and may be used in conjunction with checklist exercises for identification of required plan modification and staff training.
    - Structured Walk-through: a disaster scenario is established, and the teams "walk-through" their assigned tasks. This is a role-playing activity that requires the participation of at least the team leaders and their alternates.
    - Tactical Exercise: a simulated exercise, conducted in a "war game" format. All members of the continuity organization are required to participate and perform their tasks and procedures under announced or surprise conditions. The exercise monitor provides information throughout the exercise to simulate events following an actual disaster.
    - Live Production Application System Exercise: an operating system is brought to live status on the alternate processor(s), and the data communications network is switched to the alternate site. All resources, other than the computer and communications hardware needed to support this exercise, must be retrieved from the off-site storage facility.
4. Exercises will be conducted when a major revision to the plan has been completed, when additional Department work/production systems are implemented, when significant changes in systems, applications and/or data communications have occurred, and when the preparedness level of continuity teams must be verified.
  - Exercises may include structured walk-through, tactical exercises, live production exercises, simulations and announced/unannounced exercises.
5. Employee Emergency Preparedness Education and Training. Employees are trained on:
  - COOP responsibilities.
  - Employee responsibilities.
  - Equipment, supplies available.
  - Family preparedness.
  - CPR, First Aid and disaster response.

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**ANNEX M: PROGRAM MANAGEMENT.**

1. A Multi-year Strategy and Program Management Plan is a critical component of the COOP and serves to assist department and county management and policy makers to define short and long-range goals and objectives.
2. This plan was developed, in part, by the department's responses to a best practices COOP "capability for readiness (CAR)" questionnaire that contains 11 elements of capability defined by 51 questions.
  - Based on the "COOP CAR" and Florida COOP guidance, a COOP capability currently exists within the department.
3. It is anticipated that as this plan is refined and maintained, additional specific development and maintenance tasks will be identified. Within six months and annually thereafter the department will complete a management plan describing current and planned actions to ensure a continued COOP capability. The COOP management plan will include a discussion on each of the COOP essential elements and examine the following key areas:
  - a. Define short and long term goals and objectives to resolve capability analysis shortfalls.
  - b. Forecast budgetary requirements.
  - c. Anticipate and address any issues; identify potential obstacles; and create opportunities for cost savings by avoiding duplication or sharing capabilities.

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Continuity Of Operations Plan (COOP)

**ATTACHMENTS**

**III. ATTACHMENTS.**

1. Personal Drive-A-Way Kit ("Bug Out Bag").
2. Guide for the Development of A Family Care Plan.
3. Glossary.

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## **ATTACHMENT 1: PERSONAL DRIVE-A-WAY KIT ("BUG OUT BAG").**

Each person assigned to a COOP Team, should have at least one personal Bug-Out Bag. This bag should contain clothing, toiletries, prescription medication, and other items that will be needed if deployed to a COOP site. Due to the nature of emergencies, it is recommended that each person develop several personal Bug-Out bags to be kept in various locations, such as the office, home, and automobile.

Your "Bug-Out-Bag" should remain packed and ready to go at any time. Remember that your stay could be up to 30 days. While laundry facilities may be available, it is recommend that you have at least four complete changes of clothing. Pack for comfort using a suitably sized suitcase or duffel bag. (Remember to check occasionally to ensure the contents still fit.) The following list contains suggestions for your consideration. Additional information about a Bug-Out bag can be found on the FEMA website or the Red Cross website.

### **Clothing:**

- Underwear (4 sets).
- Socks (5 pair).
- Comfortable shoes.
- Casual Shirts or Blouses (4).
- Casual Pants/Skirts (khakis and jeans are fine-2 pair).
- Sweater or light jacket (1).
- Pajamas (1 set).
- Exercise Clothes.
- Business Clothes (1 set if involved with other agencies or media).
- Dress Shoes and Belt (if involved with other agencies or media).
- Seasonal Outerwear (Coat, Hat, Gloves, Rain Gear).

### **Essentials:**

- Laptop, cell phone, pagers, personal data assistants or other devices for communicating.
- Deployment Instructions (Including directions to site).
- Personal Identification.
- Credit Cards, Check Book, Cash (at least \$50).
- Hand-carried Vital Records and Equipment (Laptop, Diskettes, etc.).
- Toilet Kit (Toothpaste, Soap, Toothbrush, Comb or Brush, Razor, etc.).
- Medications (At least 7 days-preferably a 30 day supply).
- Handkerchiefs or Tissue.
- Flashlight.

### **Useful Items:**

- Laundry Bag.
- Laundry Soap (for 2-3 loads).
- Sewing Kit (Thread, Needles, Safety Pins, Buttons).
- Personal Reading.
- Worship or Devotional Materials.
- 2-3 Trash Bags.
- Favorite packaged snacks or candy (7 days).
- Stamps, Envelopes, and Stationary.
- Personal Address Book.
- Penknife.

- Cassette/CD Player with cassettes/CDs.

**Pre-deployment Checklist:**

- Photo ID Badge.
- Technical/Professional Equipment.
- Government credit card, if authorized.
- Personal credit card(s).
- Check Book.
- Functional checklist for your area of responsibility.
- Special requirements, if identified (credentials and copy of professional license), carrier of special medications, allergy or other medical tags of bracelet, etc.).
- Driver's License.
- Flashlight, batteries, pocket radio with batteries (optional).
- Seasonal attire clothing (rain gear, boots, heavy coats, gloves, etc.).
- Emergency contact telephone numbers while away.
- Name and telephone number of your timekeeper.
- Sufficient Cash.

**Note:** DO NOT BRING ALCOHOL OR WEAPONS WITH YOU, AND DO NOT KEEP THESE ITEMS IN YOUR VEHICLE

## **ATTACHMENT 2: GUIDE FOR DEVELOPMENT OF A FAMILY CARE PLAN.**

### **I. GENERAL CONSIDERATIONS.**

Due to the nature of events that can result in the activation of the COOP plan, it is recommended that personnel assigned to a COOP team develop a Family Care Plan. This plan is to ensure that all family members have an understanding of and are prepared for actions and activities needed to protect family members in the event of an emergency or disaster.

This includes instructions for ensuring that the individual is prepared to conduct essential business functions from the relocation site.

#### **Family and Personal Affairs.**

Depending upon the circumstances you may find yourself working extended hours, working 7 days and, worst case, not being able to leave the relocation site or area. Moreover, the circumstances that may have precipitated the need for relocation in the first place may present a highly stressful situation that will require your total and undivided attention. Burnout comes easy if careful attention is not placed on pacing yourself, having sufficient time to relax, and minimizing stress. With these challenging tasks at hand and the potential for absence of routine communications, you will need to ensure that your personal matters are attended to while you are away, and that you have made arrangements for the needs of your family and others who rely upon you for financial or emotional support or both if you cannot maintain regular contact with them.

It is exceedingly important that you carefully address your own individual situation. Look for personal responsibilities, financial obligations, schooling, and other non-work related matters that could be affected by either your absence or the time and focus that you will have to devote to the situation at hand. To assist you with this planning here are some thoughts to consider:

- Are you a single parent? How are/will your children be provided for while you are in a relocated status?
- Do you have any physical limitations or medical problems for which you need continuing access to a qualified health care provider? Have you recently had surgery, or have a temporary medical condition that would impair you relocating? If so, you will need to advise a backup and your respective emergency planner.
- Are you taking prescribed medication? Do you have at least a 30-day supply available if you have to relocate?
- Do you have special dietary requirements?
- Can you work twelve-hour shifts for an extended period of time? Are there physical limitations or chronic medical conditions that would put you at risk for working such a schedule?
- Are there special requirements at home that need your attention? How would you manage them if you were not immediately available? How do you manage them now when you are on vacation or extended travel?
- Are there seriously ill relatives in the immediate family? Are you responsible for elderly family members?

The above are just some of the items that you should be considering to prepare your personally for the eventuality of having to relocate, as well as not be immediately assessable to your family, or have limited accessibility to them.

To ensure that your family and dependents are taken care of in your absence, it is recommended that you prepare a "Family Care Plan." This document will enable you to quickly address a multitude of tasks and details prior to relocation and allow you to leave with the peace of mind that your personal affairs and responsibilities are in order. A Family Care Plan outlines the way your personal family affairs will be handled during your absence. It is an excellent planning tool.

**Family Care Plan.**

There are things that you and your family should check on and know about before an occasion arises that would require you to relocate. We suggest that you use this guide to produce an actual written or typed document that you can leave with your spouse and/or other family members. You should also review it periodically with them to both ensure their familiarity and also assist you in ensuring its currency. Additional information about developing a family Care Plan can be found on the FEMA website or the American Red Cross website. The following are some suggestions and considerations that may benefit your family affairs planning:

**Medical & Health.**

- Where are the health records maintained for each member of the family?
- Who is contacted if medical assistance is needed?
- Where are your medical insurance policies?
- Are family members briefed on procedures for filing medical insurance claims?
- Does your caregiver for children or other family members know who to contact in a medical or other emergency?

**Finances.**

- Will there be money immediately available on a continuing basis during your absence?
- Is a bank allotment available or required?
- Will your allotment or direct deposit provide for all the necessities to maintain a household?
- Does the family have a safety deposit box and, if so, where is the key?
- Are all the credit card numbers written down and in a safe place? What are the company numbers and addresses in case of loss? Does your spouse/family know the location?
- Is your spouse prepared to take complete control of the bank accounts?
- What payments must be made, when, and to whom? Consider the following:
  - Mortgage/rent
  - Telephone
  - Water and sewage
  - Electricity
  - Trash
  - Insurance
  - Taxes
  - Gas (home heating/cooking)
  - Credit cards
  - Auto payment
  - Childcare
  - Investments
  - Other debts

**Home.**

- Does your spouse know where and how to use the following?
  - The electrical control box (fuse or breaker box)?
  - The water control valve for shutting off the water?
  - The gas control valve for shutting off the gas?
  - The name and telephone numbers of someone to call in case repairs are needed (including utility companies)?
  - Intruder alarm/detection systems?

- Location of service contracts?
- Does the family have a duplicate set of house keys?

**Transportation/Automobile.**

- Is your spouse familiar with the maintenance and other responsibilities of the automobile?
- Where is the vehicle title?
- Are the registration and the insurance card in the vehicle?
- Is a duplicate set of keys available and where?
- Who can be called for emergency transportation?
- Do you have a towing or emergency road service? If so, is the number available to all drivers in your family?

**Legal/Administrative.**

There are many factors involved regarding preparation of legal documents such as wills, powers of attorney, etc. If you do not already have these prepared, or they need to be reviewed and updated, you should contact an attorney or other legal service and discuss your particular situation with a legal expert.

- Does the spouse have a Power of Attorney? Is it "full" or "limited?" (Generally a "limited" power of attorney is recommended.)
- Does the family have copies of all birth certificates?
- Does your spouse know your social security number?
- Where are the insurance policies kept?
- Are family members aware of government benefits/entitlements?
- Are all-important papers safeguarded? Does your spouse/family know where they are and have access?
- Do you and your spouse have updated wills?
- If you are a single parent have you provided your caregiver a power of attorney to authorize medical treatment of your child in your absence if you cannot be contacted?
- Checklist of Important Documents that should be available during your absence:
  - Marriage Certificate
  - Divorce decrees
  - Automobile/tag registrations
  - Powers of Attorney
  - Insurance policies (auto, home, health)
  - Adoption papers
  - Letters of naturalization
  - Passports
  - Bank Books
  - Copies of mortgage/lease
  - Stocks, bonds, and other securities

**II. FAMILY EMERGENCY PLAN.**

**Your Family Disaster Plan.**

Disaster can strike quickly and without warning. It can force you to evacuate your neighborhood or confine you to your home. What would you do if basic services -- water, gas, electricity or telephones -- were cut off? Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away. Families can -- and do -- cope with disasters by preparing in advance and working together as a team. Follow the steps listed below to create your family's disaster plan. Knowing what to do is your responsibility for your best protection.

**Four Steps to Safety.**

## 1. Find Out What Could Happen to You

- Contact your local Red Cross chapter or emergency management office -- be prepared to take notes.
- Ask what types of disasters are most likely to happen. Request information on how to prepare for each.
- Learn about your community's warning signals: what they sound like and what you should do when you hear them.
- Ask about animal care after disaster. Animals may not be allowed inside emergency shelters due to health regulations.
- Find out how to help elderly or disabled persons, if needed.
- Find out about the disaster plans at your workplace, your children's school or day-care center, and other places where your family spends time.

## 2. Create a Disaster Plan.

- Meet with your family and discuss why you need to prepare for disasters. Explain the dangers of fire, severe weather, and earthquakes to children. Plan to share responsibilities and work together as a team.
- Discuss the types of disasters that are most likely to happen. Explain what to do in each case.
- Pick two places to meet:
  - Right outside your home in case of a sudden emergency, like a fire.
  - Outside your neighborhood in case you can't return home. Everyone must know the address and phone number.
- Ask an out-of-state friend to be your "family contact." After a disaster, it's often easier to call long distance. Other family members should call this person and tell them where they are. Everyone must know your contact's phone number.
- Discuss what to do in an evacuation. Plan how to take care of your pets.

## 3. Complete this Checklist.

- Post emergency telephone numbers by phones (fire, police, ambulance, etc.).
- Teach children how and when to call 9-1-1 or your local Emergency Medical Services number for emergency help.
- Show each family member how and when to turn off the water, gas, and electricity at the main switches.
- Check if you have adequate insurance coverage.
- Teach each family member how to use the fire extinguisher and show them where it's kept.
- Install smoke detectors on each level of your home, especially near bedrooms.
- Conduct a home hazard hunt.
- Stock emergency supplies and assemble a Disaster Supplies Kit.
- Take a Red Cross first aid and CPR class.
- Determine the best escape routes from your home. Find two ways out of each room.
- Find the safe spots in your home for each type of disaster.

## 4. Practice and Maintain Your Plan

- Quiz your children every six months so they remember what to do.
- Conduct fire and emergency evacuation.
- Replace stored water every three months and stored food every six months.
- Test and recharge your fire extinguisher(s) according to manufacturer's instructions.

- Test your smoke detectors monthly and charge the batteries at least once a year.

### **Neighbors Helping Neighbors.**

Working with neighbors can save lives and property. Meet with your neighbors to plan how the neighborhood could work together after a disaster until help arrives. If you're a member of a neighborhood organization, such as a homeowners association or crime watch group, introduce disaster preparedness as a new activity. Know your neighbors' special skills (e.g., medical, technical) and consider how you could help neighbors who have special needs, such as disabled and elderly persons. Make plans for childcare in case parents can't get home.

### **Home Hazard Hunt.**

During a disaster, ordinary objects in your home can cause injury or damage. Anything that can move, fall, break or cause a fire is a home hazard. For example, a hot water heater or a bookshelf can fall. Inspect your home at least once a year and fix potential hazards. Contact your local fire department to learn about home fire hazards.

### **Evacuation.**

- Evacuate immediately if told to do so.
- Listen to your battery-powered radio and follow the instructions of local emergency officials.
- Wear protective clothing and sturdy shoes.
- Take your Disaster Supplies Kit.
- Lock your home.
- Use travel routes specified by local authorities; don't use shortcuts because certain areas may be impassable or dangerous.

### **If You're Sure You Have Time.**

- Shut off water, gas, and electricity before leaving, if instructed to do so.
- Post a note telling others when you left and where you are going.
- Make arrangements for your pets.

### **Emergency Supplies.**

Keep enough supplies in your home to meet your needs for at least three days. Assemble a Disaster Supplies Kit with items you may need in an evacuation. Store these supplies in sturdy, easy-to-carry containers such as backpacks, duffle bags, or covered trash containers. Include:

- A three-day supply of water (one gallon per person per day) and food that won't spoil.
- One change of clothing and footwear per person, and one blanket or sleeping bag per person.
- A first-aid kit that includes your family's prescription medications.
- Emergency tools including a battery-powered radio, flashlight, and plenty of extra batteries.
- An extra set of car keys and a credit card, cash, or traveler's checks.
- Sanitation supplies.
- Special items for infant, elderly, or disabled family members.
- An extra pair of glasses.
- Keep important family documents in a waterproof container. Keep a smaller kit in the trunk of your car.

### **Utilities.**

- Locate the main electric fuse box, water service main and natural gas main. Learn how and when to turn

these utilities off. Teach all responsible family members. Keep necessary tools near gas and water shut-off valves.

- Remember, turn off the utilities only if you suspect the lines are damaged or if you are instructed to do so. If you turn the gas off, you will need a professional to turn it back on.

**If Disaster Strikes.**

- Remain calm and patient. Put your plan into action.
- Check for injuries.
- Give first aid and get help for seriously injured people.
- Listen to your battery-powered radio for news and instructions.
- Evacuate, if advised to do so. Wear protective clothing and sturdy shoes.

**Check for damage in your home.**

- Use flashlights -- do not light matches or turn on electrical switches, if you suspect damage.
- Sniff for gas leaks, starting at the water heater. If you smell gas or suspect a leak, turn off the main gas valve, open windows, and get everyone outside quickly.
- Shut off any other damaged utilities. (You will need a professional to turn gas back on.)
- Clean up spilled medicines, bleaches, gasoline, and other flammable liquids immediately.

**Remember To.**

- Confine or secure your pets.
- Call your family contact -- do not use the telephone again unless it is a life-threatening emergency.
- Check on your neighbors, especially elderly or disabled persons.
- Make sure you have an adequate water supply in case service is cut off.
- Stay away from downed power lines.

**Pets and Disasters: Get Prepared.**

The best way to protect your family from the effects of a disaster is to have a disaster plan. If you are a pet owner, that plan must include your pets. Being prepared can save their lives.

Different disasters require different responses. But whether the disaster is a hurricane or a hazardous spill, you may have to evacuate your home. In the event of a disaster and if you must evacuate, the most important thing you can do to protect your pets is to evacuate them, too. Leaving pets behind, even if you try to create a safe place for them, is likely to result in their being injured, lost, or worse. So prepare now for the day when you and your pets may have to leave your home.

**1. Have a Safe Place to Take Your Pets.**

Red Cross disaster shelters cannot accept pets because of states' health and safety regulations and other considerations. Service animals who assist people with disabilities are the only animals allowed in American Red Cross shelters. It may be difficult, if not impossible, to find shelter for your animals in the midst of a disaster, so plan ahead. Do not wait until disaster strikes to do your research.

- Contact hotels and motels outside your immediate area to check policies on accepting pets and restrictions on number, size, and species. Ask if "no pet" policies could be waived in an emergency. Keep a list of "pet friendly" places, including phone numbers, with other disaster information and supplies. If you have notice of an impending disaster, call ahead for reservations.

- Ask friends, relatives, or others outside the affected area whether they could shelter your animals. If you have more than one pet, they may be more comfortable if kept together, but be prepared to house them separately.
  - Prepare a list of boarding facilities and veterinarians who could shelter animals in an emergency; include 24-hour phone numbers.
  - Ask local animal shelters if they provide emergency shelter or foster care for pets in a disaster. Animal shelters may be overburdened caring for the animals they already have as well as those displaced by a disaster, so this should be your last resort.
2. Assemble a Portable Pet Disaster Supplies Kit.

Whether you are away from home for a day or a week, you'll need essential supplies. Keep items in an accessible place and store them in sturdy containers that can be carried easily (duffle bags, covered trash containers, etc.). Your pet disaster supplies kit should include:

- Medications and medical records (stored in a waterproof container) and a first aid kit.
  - Sturdy leashes, harnesses, and/or carriers to transport pets safely and ensure that your animals can't escape.
  - Current photos of your pets in case they get lost.
  - Food, potable water, bowls, cat litter/pan and can opener.
  - Information on feeding schedules, medical conditions, behavior problems and the name and number of your veterinarian in case you have to foster or board your pets.
  - Pet beds and toys, if easily transportable.
3. Know What to Do as a Disaster Approaches

Often, warnings are issued hours, even days, in advance. At the first hint of disaster, act to protect your pet.

- Call ahead to confirm emergency shelter arrangements for you and your pets.
- Check to be sure your pet disaster supplies are ready to take at a moment's notice.
- Bring all pets into the house so that you won't have to search for them if you have to leave in a hurry.
- Make sure all dogs and cats are wearing collars and securely fastened, up-to-date, identification. Attach the phone number and address of your temporary shelter, if you know it, or of a friend or relative outside the disaster area. You can buy temporary tags or put adhesive tape on the back of your pet's ID tag, adding information with an indelible pen.

You may not be home when the evacuation order comes. Find out if a trusted neighbor would be willing to take your pets and meet you at a pre-arranged location. This person should be comfortable with your pets, know where your animals are likely to be, know where your pet disaster supplies kit is kept, and have a key to your home. If you use a pet sitting service, they may be available to help, but discuss the possibility well in advance.

Planning and preparation will enable you to evacuate with your pets quickly and safely. But keep in mind that animals react differently under stress. Outside your home and in the car, keep dogs securely leashed. Transport cats in carriers. Don't leave animals unattended anywhere they can run off. The most trustworthy pets may panic, hide, try to escape or even bite or scratch. And, when you return home, give your pets time to settle back into their routines. Consult your veterinarian if any behavior problems persist.

#### Caring for Birds in an Emergency.

Birds should be transported in a secure travel cage or carrier. In cold weather, wrap a blanket over the carrier and warm up the car before placing birds inside. During warm weather, carry a plant mister to mist the birds' feathers periodically. Do not put water inside the carrier during transport. Provide a few slices of fresh fruits and

vegetables with high water content. Have a photo for identification and leg bands. If the carrier does not have a perch, line it with paper towels and change them frequently. Try to keep the carrier in a quiet area. Do not let the birds out of the cage or carrier.

#### About Other Pets.

Reptiles: Snakes can be transported in a pillowcase but they must be transferred to more secure housing when they reach the evacuation site. If your snakes require frequent feedings, carry food with you. Take a water bowl large enough for soaking as well as a heating pad. When transporting house lizards, follow the same directions as for birds.

Pocket Pets: Small mammals (hamsters, gerbils, etc.) should be transported in secure carriers suitable for maintaining the animals while sheltered. Take bedding materials, food bowls, and water bottles.

#### A Final Word.

If you must evacuate, do not leave your animals behind. Evacuate them to a prearranged safe location if they cannot stay with you during the evacuation period. (Remember, pets are not allowed in American Red Cross shelters.) If there is a possibility that disaster may strike while you are out of the house, there are precautions you can take to increase your pets' chances of survival, but they are not a substitute for evacuating with your pets. For more information, contact The Humane Society of the United States, Disaster Services, 2100 L Street NW, Washington, DC 20037.

In the Statement of Understanding, The American Red Cross recognizes The Humane Society of the United States as the nation's largest animal protection organization responsible for the safety and well-being of animals, including disaster relief. The American Red Cross is committed to transforming the caring and concern of the American people into immediate action.

### III. YOUR FAMILY DISASTER SUPPLIES KIT.

Disasters happen anytime and anywhere. And when disaster strikes, you may not have much time to respond. A highway spill or hazardous material could mean evacuation. A winter storm could confine your family at home. An earthquake, flood, tornado, or any other disaster could cut water, electricity, and telephones -- for days.

After a disaster, local officials and relief workers will be on the scene, but they cannot reach everyone immediately. You could get help in hours, or it may take days. Would your family be prepared to cope with the emergency until help arrives?

Your family will cope best by preparing for disaster before it strikes. One way to prepare is by assembling a Disaster Supplies Kit. Once disaster hits, you won't have time to shop or search for supplies. But if you've gathered supplies in advance, your family can endure an evacuation or home confinement.

#### To Prepare Your Kit.

- Review the checklist in this brochure.
- Gather the supplies that are listed. You may need them if your family is confined at home.
- Place the supplies you'd most likely need for an evacuation in an easy-to-carry container.
- There are six basics you should stock for your home: water, food, first aid supplies, clothing and bedding, tools and emergency supplies, and special items. Keep the items that you would most likely need during an evacuation in an easy-to carry container.
- Possible containers include: Large, covered trash container; Camping backpack; or Duffle bag.

**Water.**

- Store water in plastic containers, such as soft drink bottles. Avoid using containers that will decompose or break, such as milk cartons or glass bottles. A normally active person needs to drink at least two quarts of water each day. Hot environments and intense physical activity can double that amount. Children, nursing mothers, and ill people will need more.
- Store one gallon of water per person.
- Keep at least a three-day supply of water per day (two quarts for drinking, two quarts of water for each person in your household for food preparation/sanitation.)

**Food.**

- Store at least a three-day supply of non-perishable food.
- Select foods that require no refrigeration, preparation, or cooking and little or no water.
- If you must heat food, pack a can of sterno.
- Select food items that are compact and lightweight.
- Include a selection of the following foods in your Disaster Supplies Kit: Ready-to-eat canned meats, fruits, and vegetables.

**First-Aid Kit.** Assemble a first-aid kit for your home and one for each car. A first-aid kit should include:

- Sterile adhesive bandages in assorted sizes
- Assorted sizes of safety pins
- Cleansing agent/soap
- Latex gloves (2 pair)
- Sunscreen
- 2-inch sterile gauze pads (4-6)
- 4-inch sterile gauze pads (4-6)
- Triangular bandages (3)
- Non-prescription drugs
- 2-inch sterile roller bandages (3 rolls)
- 3-inch sterile roller bandages (3 rolls)
- Scissors
- Tweezers
- Needle
- Moistened towelettes
- Antiseptic
- Thermometer
- Tongue blades (2)
- Tube of petroleum jelly or other lubricant

**Non-Prescription Drugs.**

- Aspirin or nonaspirin pain reliever
- Anti-diarrhea medication
- Antacid (for stomach upset)
- Syrup of Ipecac (use to induce vomiting if advised by the Poison Control Center)
- Laxative
- Activated charcoal (use if advised by the Poison Control Center)

**Tools and Supplies.**

- Mess kits, or paper cups, plates and plastic utensils
- Emergency preparedness manual
- Battery operated radio and extra batteries
- Flashlight and extra batteries
- Cash or traveler's checks, change
- Non-electric can opener, utility knife
- Fire extinguisher: small canister A-B-C type
- Tube tent
- Pliers
- Tape
- Compass
- Matches in a waterproof container
- Aluminum foil
- Plastic storage containers
- Signal flare
- Paper, pencil
- Needles, thread
- Medicine dropper
- Shut-off wrench, to turn off household gas and water
- Whistle
- Plastic sheeting
- Map of the area (for locating shelters)

**Sanitation.**

- Toilet paper, towelettes
- Soap, liquid detergent
- Feminine supplies
- Personal hygiene items
- Plastic garbage bags, ties (for personal sanitation uses)
- Plastic bucket with tight lid
- Disinfectant
- Household chlorine bleach

**Clothing and Bedding.**

- At least one complete change of clothing and footwear per person
- Sturdy shoes or work boots
- Rain gear
- Blankets or sleeping bags
- Bath towels
- Hat and gloves
- Thermal underwear
- Sunglasses

**Special Items.**

Remember family members with special needs, such as infants and elderly or disabled persons.

For Baby.

- Formula
- Diapers
- Bottles
- Powdered milk
- Medications

For Adults.

- Heart and high blood pressure medication
- Insulin
- Prescription drugs
- Denture needs
- Contact lenses and supplies
- Extra eye glasses

Entertainment.

- Games and books

**Important Family Documents.** Keep these records in a waterproof, portable container:

- Will, insurance policies, contracts deeds, stocks and bonds
- Passports, social security cards, immunization records
- Bank account numbers
- Credit card account numbers and companies
- Inventory of valuable household goods, important telephone numbers
- Family records (birth, marriage, death certificates)

**Storing Your Disaster Kit.**

- Store your kit in a convenient place known to all family members. Keep a smaller version of the Disaster Supplies Kit in the trunk of your car.
- Keep items in air tight plastic bags. Change your stored water supply every six months so it stays fresh. Replace your stored food every six months. Re-think your kit and family needs at least once a year. Replace batteries, update clothes, etc.
- Ask your physician or pharmacist about storing prescription medications.

From "Family Disaster Plan" developed by the Federal Emergency Management Agency (FEMA) and the American Red Cross.

**ATTACHMENT 3: GLOSSARY.****- A -**

**AEOC.** Alternate Emergency Operations Center.

**ARF.** Alternate Relocation Facility.

**ARP.** Alternate Relocation Point.

**Assembly Site.** A pre-identified temporary field site.

**- B -**

**Business Continuity Program.** An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity of services through personnel training, plan testing, and maintenance.

**- C -**

**Call Tree.** A matrix of people and their telephone numbers, with instructions on who should call whom, and in what order.

**Comprehensive Emergency Management (CEM).** An integrated approach to the management of emergency programs and activities for all four emergency phases (mitigation, preparedness, response, and recovery), for all types of emergencies and disasters (natural, manmade, and attack), and for all levels of government (local, state, and federal) and the private sector. A CEM program supports the mission, vision, and strategic goals of the organization to ensure the safety of patients, staff, and resources, and provides for COOP in the event of a disaster or emergency that affects the organization. The overall goal of CEM is the prevention or minimization of the loss of life and injuries, and the provision for the continuity of the organization's critical operations.

**Contingency.** A future event that is likely but not certain to happen. The consequences of the occurrence are such that one must prepare for the event.

**Contingency Plan.** Describes how an agency intends to respond to events, which disrupts normal operations. It provides instructions on how to perform recovery tasks to continue essential functions.

**Continuity of Operations (COOP).** An internal effort within an organization to assure that the capability exists to continue essential business functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack/terrorist-related emergencies. In addition to the CEM phase of mitigation, preparedness, response and recovery, COOP planning includes resumption and restoration phases. The goal of COOP is that an effective CEM process would guarantee that critical business functions would continue without interruption. COOP adds a resumption phase that identifies efforts that are directed to restoring the organization's critical operations if a disaster or emergency disrupts essential functions.

**Continuity of Operations Plan.** Describe activities that will enable an agency to continue to perform essential functions after a disruption has occurred.

**COOP.** Continuity of Operations Plan.

**COOP Teams.**

**COOP Advance Team (COOP-A).** Personnel who will deploy and relocate to an ARP or assembly site to provide direction and control to the relocation process, prepare the ARP, and establish an initial operational capability within 3 hours of activation.

**COOP Sustainment Team (COOP-S).** Personnel who comprise the balance of the COOP Team consisting of key principles and staff who will relocate to a pre-identified ARP or to the restored EOC. This team is expected to be fully operational within 12 hours of activation.

**Non COOP personnel (N-COOP).** Personnel who are not designated to a COOP Team may be directed to move to some other County facility or duty station, or may be advised to remain or return home pending further instruction.

**- D -**

**Damage Assessment.** An appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources.

**DEM.** Division of Emergency Management.

**Direction, Control and Coordination.** Development of the capability for the chief executive and key staff to direct, control and coordinate response and recovery operations.

**Disaster.** Accidental or uncontrollable events, actual or threatened, that are concentrated in time and space, in which a society undergoes severe danger and incurs such losses to its members and physical appurtenances that the social structure is disrupted and the fulfillment of all or some of the essential functions of the society is prevented.

**- E -**

**Education, Training and Exercises.** Assessment, development, and implementation of a training or educational program and evaluation of emergency response plans and capabilities through a program of regularly scheduled tests and exercises.

**EMAC.** Emergency Management Assistance Compact.

**Emergency.** An unexpected, serious occurrence or situation urgently requiring prompt action.

**Emergency Management.** The discipline and the profession of applying science, technology, planning, and management to deal with extreme events that can injure or kill large numbers of people, do extensive damage to property and disrupt community life.

**Emergency Management Program.** A program that implements the mission, vision, and strategic goals and objectives as well as the management framework of the program and organization.

**Emergency Management Team.** Individuals that are authorized to declare a disaster and activate the Continuity of Operations Plan (COOP). The purpose of this team is to provide immediate and ongoing coordination of the contingency and recovery processes during an interruption in service.

**EOC.** Emergency Operations Center.

**EOC-AT.** EOC Advance Team.

**Essential Functions.** Functions that must occur to enable a department or agency to perform services.

- F -

**Finance and Administration.** Development of fiscal and administration procedures to support emergency measures before, during, and after disaster events and to preserve vital records.

- G -

- H -

**Hazard.** Natural, technological, or civil threats to people, property, and the environment.

**Hazard Identification and Risk Assessment.** The process of identifying situations or conditions that have the potential of causing injury to people, damage to property, or damage to the environment, and the assessment of the likelihood, vulnerability and magnitude of incidents that could result from exposure to hazards.

**Hazard Management.** Systematic management approach to eliminate hazards that constitute a significant threat to the entity or to reduce the effects of hazards that cannot be eliminated through a program of hazard mitigation.

**Impact Analysis (Business Impact Analysis, BIA).** A management level analysis that identifies the impacts of losing the entity's resources. The analysis measures the effect of resource loss and escalating losses over time in order to provide the entity with reliable data upon which to base decisions on hazard mitigation and continuity planning.

- I -

**Incident Command System (ICS).** A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management. It's sometimes referred to as the Incident Management System.

**Information Technology (IT).** Applied computer systems - both hardware and software, and often including networking and telecommunications, usually in the context of a business or other enterprise. VA IT includes all IT staff and operations both within OI&T and elsewhere in VA.

**Integrated Emergency Management System (IEMS).** The management process for CEM. The Integrated Emergency Management System requires hazards and response assessments to identify capability shortfalls. These shortfalls are addressed in multi-year development plans that also describe recovery and mitigation efforts aimed at reducing future vulnerabilities.

- J -

- K -

- L -

**Laws and Authorities.** Federal, state, and local statutes and any implementing regulations that establish the legal authority for the development and maintenance of the emergency management program and organization, and define the emergency powers, authorities and responsibilities of the chief executive official and the emergency program manager.

**Logistics and Facilities.** Identification, location, acquisition, distribution, and accounting for services, resources, materials and facilities to support emergency management.

- M -

**Major Information System.** An information system that requires special management attention because of its importance to an agency mission; its high development, operating, or maintenance costs; or its significant role in the administration of agency programs, finances, property, or other resources.

**Mitigation.** Activities taken to eliminate or reduce the degree of risk to life and property from hazards, either prior to or following a disaster or emergency.

- N -

- O -

**Operations and Procedures.** Development, coordination, and implementation of operational policies, plans, and procedures.

- P -

**Planning.** The collection, analysis, and use of information, and also the development, promulgation, and maintenance of the organizational comprehensive emergency management plan, action plans and mitigation plans.

**Preparedness.** Activities, programs, and systems developed prior to a disaster or emergency that are used to support and enhance mitigation of, response to, and recovery from disasters or emergencies.

**Public Information.** Procedures to disseminate and respond to requests for pre-disaster, disaster, and post-disaster information involving employees, the public and the media. Also, an effective public education program regarding hazards affecting the jurisdiction.

- Q -

- R -

**Records Management.** The planning, controlling, directing, organizing, training, promoting, and other managerial activities involved with respect to records creation, records maintenance and use, and records disposition in order to achieve adequate and proper documentation of the policies and transactions of the Federal Government and effective and economical management of agency operations. (44 U.S.C. 2901(2))

**Recovery.** Activities and programs designed to return the entity to an acceptable condition.

**Resource Management.** Systematic development of methodologies to assure the prompt and effective identification, distribution, accounting, and use of personnel and major items of equipment for essential emergency functions.

**Recovery Business Functions.** Describe activities that will enable an agency to return to normal essential functions after a disruption to normal operations has occurred. These events take place after the continuation efforts are put into place.

**Recovery Site.** A location, or facility where essential functions are resumed or continued during an outage.

**Recovery Team.** Group of employees that perform specific essential functions to enable an agency to resume its business.

**Response.** Activities designed to address the immediate and short-term effects of the disaster or emergency.

**Risk.** The probability that a hazard will occur.

- S -

- T -

**Task.** An action that is performed to complete a essential function.

- U -

- V -

**Vulnerability.** The susceptibility to injury and damage from hazards.

- W - X - Y - Z -