

Village of Indiantown, Florida



Continuity of Operations Plan

March 1, 2021



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Village of Indiantown

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Continuity of Operations Plan

March 1, 2021

Submitted by:

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Table of Contents

Section 1 – INTRODUCTION	14
1.1 Plan Purpose	14
1.2 Applicability and Scope	14
1.2.1 COOP Organization	15
1.3 Situations and Assumptions	15
1.4 Key Personnel	16
1.4.1 Rapid Recall List	16
1.4.2 External Call List/Contacts	16
1.5 Roles and Responsibilities	17
1.5.1 Crisis Assessment Team	17
1.5.2 Village Manager COOP Responsibilities	17
1.5.3 COOP Coordinator (Village Clerk) Responsibilities	17
1.5.4 COOP Planning Team Responsibilities	17
1.5.5 COOP Relocation Team (CRT) and Chief	18
1.5.6 Reconstitution Manager	19
1.5.7 Responsibilities of Administration Leadership	19
Section 2 – CONCEPT OF OPERATIONS	20
2.1 Objectives	20
2.2 Operational Periods	20
2.2.1 Readiness and Preparedness	20
2.2.2 Activation Scenarios	21
Assumptions	23
COOP Alert and Notification	23
COOP Alert and Notification	24
COOP Implementation	24
2.3 Alert and Notification	25
2.4 COOP Relocation	25
2.5 Continuity Operations	27
2.6 Reconstitution	27
Section 3 – MISSION ESSENTIAL FUNCTIONS	28
3.1 Orders of Succession	28

<u>3.2 Delegations of Authority</u>	30
<u>3.3 Critical Resources</u>	32
<u>3.4 Essential Records</u>	32
<u>3.5 Continuity Facilities</u>	33
<u>3.5.1 Continuity Facility Operation</u>	33
<u>3.5.2 Nontraditional Continuity Facility Operations</u>	33
<u>3.5.3 Logistics and Resource Requirements</u>	34
<u>3.5.4 Drive-Away Kits</u>	35
<u>3.6 Reconstitution</u>	35
<u>3.7 Alert and Notification Process</u>	36
<u>3.8 Communications</u>	36
<u>3.9 Devolution of Command and Control</u>	37
<u>Section 4 – RISKS, VULNERABILITIES, AND MITIGATION STRATEGIES</u>	38
<u>Section 5 – MULTIYEAR STRATEGY AND PROGRAM MANAGEMENT</u>	40
<u>Section 6 – TEST, TRAINING, AND EXERCISE</u>	42
<u>6.1 Training</u>	42
<u>6.1.1 New Personnel</u>	42
<u>6.2 Testing Program</u>	42
<u>6.2.1 Testing Schedule</u>	42
<u>6.3 Exercises</u>	43
<u>6.3.1 After-Action Report</u>	43
<u>Annex A – Alert and Notification</u>	44
<u>Alert and Notification Procedures</u>	44
<u>Means of Alert and Notification</u>	44
<u>Testing of Procedures</u>	44
<u>Annex B– Mission Essential Services & Mission Support Services</u>	45
<u>Annex C - Initial Action Procedures</u>	46
1. <u>Duty Hour Activation</u>	46
2. <u>Non-Duty Hour Activation</u>	46
<u>Relocation Procedures</u>	46
<u>Annex D – Continuity Facilities</u>	47
<u>Appendix I – AUTHORITIES</u>	48
<u>Appendix II- References</u>	49

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Continuity of Operations planning is a federal initiative to encourage people and departments to plan to address how critical operations will continue under a broad range of circumstances. A Continuity of Operations Plan (COOP) is important as a good business practice and because the planning fosters recovery and survival in and after emergency situations.

A major incident or emergency could include death or injury of key village officials, the loss of capacity to perform normal Village functions, the partial or complete destruction of established facilities, and the destruction of vital public records essential to the continued operations of the government. It is essential that law and order be preserved, and government services maintained.

The COOP addresses emergencies from an all-hazards approach. A continuity of operations plan establishes policy and guidance ensuring that critical functions continue, and that personnel and resources are relocated to an alternate facility in case of emergencies. The plan should develop procedures for:

- alerting, notifying, activating, and deploying employees
- identify critical business functions
- establishing an alternate facility
- roster personnel with authority and knowledge of functions

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In its entirety, the Continuity of Operations Plan addresses not only high-level overview information about how the Village of Indiantown responds to different types of disruptions, but also the operational detail necessary to support these disruptions. Given the sensitivity of some of the information in this plan, the distribution of the plan and its associated documents will be assessed, and appropriate security measures implemented. The Village may determine the required level of security for this plan elevates it to a “For Official Use Only” document, resulting in the control and limited distribution of the plan. Activation of this plan is authorized by the Village Manager, or a designee, while implementation is coordinated by the department leadership and COOP leaders or alternates. For more information about continuity planning or this COOP, contact the Village of Indiantown, Office of Village Manager.

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BRIC	Building Resilient Infrastructure and Communities
CAT	Crisis Assessment Team
COOP	Continuity of Operations Plan
CSP	Contract Service Provider
CRC	COOP Relocation Chief
CRT	COOP Relocation Team
CST	Continuity Support Team
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FMA	Flood Mitigation Assistance
HVAC	Heating, Ventilation, and Air Conditioning
ICO	Indiantown Company
LMS	Local Mitigation Strategy
MEF	Mission Essential Functions
MOU	Memorandum of Understanding
MSF	Mission Support Function
PDM	Pre-Disaster Mitigation
PIO	Public Information Officer
RTO	Recovery Time Objective
SS	Section Staff
ST	Support Team

RECORD OF CHANGES

Submit recommended changes to this document to Susan Owens, Village Clerk – sowens@indiantownfl.gov.

Change Number	Copy Number	Date Entered	Posted By
01-2020	2	4/9/2020	4/9/2020
01-2021	3	3/25/2021	3/25/2021

APPROACH TO CONTINUITY OF OPERATIONS PLANNING

The Village of Indiantown Continuity of Operations Plan (COOP) encompasses the operations and services performed by the Village or contract service providers (CSP). The COOP is tailored to address the Mission Essential Functions (MEF) operated by the Village or provided by a CSP. This COOP consists of an overarching plan and annexes for MEF's. It is assumed that MEFs provided by CSPs have contingency operating plans for their company or agency. Information collected about the MEFs was gathered from interviews or document such as Memorandums of Understanding. Information was extracted to reveal critical information about each MEF provider about their day-to-day operations. The following information was collected:

- Key personnel required to maintain the function
- Critical resources required to support the function
- Vulnerabilities that may affect the function
- Interim processes that may be conducted to temporarily support the function

The MEF information was reviewed during a consultation process. In addition, processes for all continuity capabilities, e.g., succession of leadership, delegation of authority, recall notification of staff, continuity facilities and communications, essential records management, human resources, test, training, and exercises, devolution of control and direction, and reconstitution and recovery were also identified during the consultation process.

The COOP and its annexes were developed and reviewed by the COOP Planning Team.

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Section 1 – INTRODUCTION

The goal of the all-hazards approach to continuity of operations planning is to maintain the Village's ability to operate and provide essential services regardless of the emergency. This approach includes preparing for natural emergencies such as hurricane and flooding as well as technological emergencies and intentional incidents, such as acts of terrorism.

1.1 Plan Purpose

All participating Village departments and CSPs have the responsibility to plan for and respond to a COOP activation. Village staff may be required to operate from a continuity location. The purpose of the COOP is to provide the framework for Village staffs to restore MEF to employees and citizens as safely, efficiently, and effectively as possible. The Village's COOP program addresses three types of disruptions:

- Accessibility to a facility (due to building damage)
- Inability to provide full services due to a reduced workforce possibly due to an outbreak of pandemic influenza)
- Inability to provide services due to equipment or systems failure (IT systems failure)

The Village's COOP program also provides policy and guidance to enable actions to continue MEF within the target recovery priority time frames established by the COOP Planning Team. The goal of the activated COOP plan is to maintain MEF for up to 30 days. The Village is committed to the safety and protection of its citizens, employees, operations, and facilities. This COOP provides the Village staff a framework that is designed to minimize impact during an emergency. Further, the Village COOP establishes procedures that the Village leadership can use to strategically minimize risk to its citizens, employees, operations, and facilities.

1.2 Applicability and Scope

COOP planning ensures the preservation and reconstitution of the Village's MEF. An emergency (such as an explosion, fire, or hazardous materials incident) may require the evacuation of one or more Village staff locations with little or no notice. Building evacuation, if required, is accomplished via implementation of the standard operating procedures for each location. This COOP is not an evacuation plan or an emergency management plan. The scope of this plan is to facilitate the restoration of daily functions determined to be essential by the COOP Planning Team. The COOP provides the foundation for continuity of critical services and functions across its jurisdiction and is augmented by annexes developed by key village personnel. The following Village staff and CSP partners are addressed in the Village's COOP:

- Village Manager
- Mayor & Council

- Village Clerk
- Human Resources
- Village Attorney
- Financial Services
- Building
- Public Works
- Parks & Recreation
- Fire Rescue
- Sheriff's Office
- Village Information and Technology (IT) Services
- Public Utilities
- Community & Economic Development

1.2.1 COOP Organization

The Village of Indiantown COOP plan provides the framework for Village departments and contract service providers (CSP) to restore MEF for its staff and citizens if an emergency affects its operations. The COOP annexes provide a guide for the village to maintain MEFs regardless of the cause of disruption whether it be denied access to facilities, workforce reduction or failure of equipment or critical systems. The annexes are a supplement to this document and as with the plan will require updating on an annual basis.

1.3 Situations and Assumptions

Situations and assumptions are documented to describe current operating conditions and to establish the parameters under which the plan may be activated.

Situation

- The Village of Indiantown is a small, rural incorporated jurisdiction within Martin County. The Village is located in western Martin County.
- Village of Indiantown occupies 14 square miles.
- According to the Florida Estimates of Population 2018, prepared by the Bureau of Economic and Business Research, University of Florida, estimated the population of the Village of Indiantown to be 6,707.
- Solid waste collection and disposal services are provided by Martin County via an Interlocal Agreement funded by a Municipal Services Benefit Unit.
- The Village of Indiantown is vulnerable to several hazards, including natural, technological, and societal. Please refer to the Martin County Local Mitigation Strategy (LMS) for a complete list of potential hazards and risk analysis for the Village.
- The Village has Mutual Aid Agreements with surrounding municipalities, Martin County, and the State of Florida.
- State Highway 710 is the Village's primary traffic artery. Several roads, such as SW Allapatah Road and SW Citrus Boulevard serve to connect the Village with other parts of Martin County.

Assumptions

- The Village will continue to be exposed to the hazards and risks identified in the COOP as well as other hazards or risks that may occur in the future.

- Leadership personnel will continue to recognize their responsibilities to public and employee safety and exercise their authority to implement the COOP in a timely manner when confronted with real or potential disasters.
- Employees who have been assigned specific responsibilities within the COOP plan are willing and able to carry out their responsibilities.
- Procedures have been developed to support the resumption of time-sensitive operations and functions in the event of their disruption at the facilities identified in the COOP.
- The Village is committed to supporting service resumption and recovery efforts at continuity facilities, if required.
- In the event of a disaster, village entities and CSP will rely on each other for assistance.
- In the event of disaster, resources and personnel may be extremely limited. Resumption of essential services may need to be prioritized and time phased.
- The Village has mutual aid agreements with surrounding jurisdictions that can be activated in the event the Village needs assistance in providing critical services in emergencies.
- The COOP may be activated as a result of an emergency response incident. Activation of the COOP will occur at the level necessary to resolve the situation.
- When a local state of emergency is declared, the county will activate their Emergency Operations Center (EOC) and configure using Incident Command. Municipalities will likely activate their EOCs. The COOP management structure may be modified as needed.
- Some members in COOP positions serve in other roles during disasters, such as staff to the Village of Indiantown EOC during activation. During multiple activations, COOP activities will be coordinated through the municipal EOC.

1.4 Key Personnel

Each essential function has associated personnel that are necessary to ensure continuity of operations. Without these personnel, the agency and CSP will not be able to perform its essential functions or meet the needs of citizens, contractors, and agency visitors. Needed staff for contingency operations is identified in the mission essential function annexes.

1.4.1 Rapid Recall List

The internal call list or Rapid Recall List documents the contact information for employees who should be notified if the village is threatened by or experiences an incident that requires COOP plan activation as described in section 2.2.2 Activation Scenarios.

1.4.2 External Call List/Contacts

External contacts and CSP vendors should be listed in Table 3 in the section “Essential Functions,” or in Annex B, Essential Functions, as required resources supporting those functions. Included is contact information for external vendors, suppliers, or others who would most likely need to be contacted if the agency is threatened by or experiences an incident that requires COOP plan implementation.

1.5 Roles and Responsibilities

During a COOP activation, key positions have been identified to fulfill important roles and responsibilities. They include the Village Manager, Village Clerk, Village Public Works Director, Financial Services Director and Community and Economic Development Director.

1.5.1 Crisis Assessment Team

In the event of a crisis, the Village Manager will notify staff and/or specific CSP personnel to convene the Crisis Assessment Team (CAT). The CAT initially analyzes the situation and determines if the COOP will be activated. The CAT may also provide further support through management of the COOP activation, identifying additional risks and exposures, providing direction and guidance to departments and the organization, and protecting stakeholder interests in response to the incident or disaster. The CAT primarily focuses on:

- Detecting the early signs of an expanding crisis
- Identifying the problem areas and appropriate solutions
- Preparing a crisis management plan for the immediate emergency situation
- Determining what internal/external resources are needed to continue essential functions for the Village or affected department(s).

The CAT may also be disbanded due to the establishment of ICS in the field and the appropriate emergency response department assumes management of the incident. During a disaster of such magnitude that the municipal EOC has been activated, the CAT may convene to determine if the COOP activation will be managed through the EOC, or if separate operations would be beneficial.

1.5.2 Village Manager COOP Responsibilities

- Approve overall policy directions, guidance, and objectives for COOP planning and activation.

1.5.3 COOP Coordinator (Village Clerk) Responsibilities

- Coordinate the COOP planning process.
- Serve as the principal representative to internal and external stakeholders and groups during implementation of the COOP.
- Initiate COOP maintenance meetings.
- Coordinate test, training, and exercises of the COOP.
- Serve as the COOP program point-of-contact.
- Serve on the COOP Planning Team.

1.5.4 COOP Planning Team Responsibilities

- Provide overall recommendations and objectives for COOP planning.
- Coordinate with leadership personnel on policy, development, approval, and maintenance of the COOP and integration of other emergency plans.
- Provide departmental information on essential functions, systems, personnel, and records for COOP planning.
- Conduct reviews of COOP documents, materials, and the plan.
- Keep the organization informed of any changes to the COOP.
- Establish, coordinate, and participate in the COOP test, training, and exercise program.
- Identify issues that may affect the frequency of changes required to the COOP.
- Establish a review cycle.
- Develop an improvement plan for addressing risk mitigation recommendations to mitigate continuity-specific risks.

- Coordinate with functional groups within the Village organization in updating the COOP.

1.5.5 COOP Relocation Team (CRT) and Chief

Based on the situation and circumstances of the incident(s), the Village Manager or Public Works Director (CRT Chief), or designee, will evaluate the capability and capacity levels required to support the current mission-essential functions and initiate actions for relocation to appropriate alternate facilities. These actions include measures to be taken in anticipation and implementation of continuity operations. Procedures for initial actions to be taken are addressed in Annex C – Initial Action Procedures.

The Village Manager or Public Works Director or designee will determine full or partial deployment to the designated alternate facility or any mission-essential functions that are critical to operations at the time that COOP is activated. During this time, it is essential that COOP Relocation Team (CRT) and Continuity Support Team (CST) staff be accounted for fully. Accountability will be established by confirmation from individual staff members of receipt of alerts and notifications, as well as checking in with the CRT Chief when instructed to relocate to the alternate facility.

As part of the relocation procedures, the CRT Chief, or designee, will forward telephone calls, social media, computer networks, and mail from the primary facility to the alternate facility. The CRT Chief will also notify suppliers and service providers of continuity operations and the relocation from the primary to the alternate facility.

If an advanced team is sent to the alternate facility, they will perform the following functions:

- Ensure infrastructure systems, such as power and HVAC, are functional
- Prepare check-in duty stations for CRT
- Field telephone inquiries from CRT and CST staff

The CRT Chief will ensure that all actions taken adhere to the operational priorities established in this plan.

1.5.5.1 Account for Personnel

Upon arrival at the alternate facility, personnel will do the following:

- Report immediately to check-in station
- Receive applicable instructions and equipment
- Report to their respective workspace
- Retrieve pre-positioned information and activate specialized systems or equipment
- Continue and/or restore essential functions

1.5.5.2 Identify Available Leadership

Throughout the activation process, efforts will be made to identify available organizational leadership. If necessary, the organization will institute its Lines of Succession and Delegations of Emergency Authority to ensure a smooth transition into continuity of operations. Refer to Section 3.1, Orders of Succession and Section 3.2, Delegations of Authority address these areas.

1.5.6 Reconstitution Manager

A reconstitution manager may be assigned as needed and has the following responsibilities:

- Report to the Village Manager.
- Form a reconstitution team.
- Develop space allocation and location requirements to meet occupancy regulations.
- Coordinate with regional partners to find suitable space if the primary locations are unusable.
- Develop a plan for reconstitution listing functions and projects in order of priority.
- Assign appropriate staff to ensure buildings are structurally safe and secure.

1.5.7 Responsibilities of Administration Leadership

- Identify those functions that can be deferred or temporarily stopped during a COOP activation.
- Consult with and advise appropriate officials during implementation of the COOP.
- Provide direction, guidance, and objectives during an incident for the implementation of the COOP.
- Aid continuity efforts at the continuity facility.
- Participate in training, testing, and exercises of the COOP.
- Initiate appropriate notifications during COOP implementation.
- Provide input on the execution of essential functions.
- Initiate recovery of the organization as part of reconstitution.
- Designate personnel to assist security officials in securing office equipment and files at primary facilities when implementing the COOP.
- Coordinate with leadership personnel for movement of key personnel to continuity facilities when the COOP is activated.

Section 2 – CONCEPT OF OPERATIONS

2.1 Objectives

A continuity of operations plan must be maintained at a high level of preparedness and must be ready to be implemented without significant warning. The Village of Indiantown COOP is designed to be fully implemented no later than 12 hours after activation and provides guidance to sustain operations for up to 30 days. The broad objective of the Village's COOP is to provide for the safety and well-being of Village personnel and the general public. In addition, this plan will facilitate the execution of MEF during any crisis or emergency in which one or more department locations are threatened or inaccessible. Specific annex objectives include the following:

- Enable staff to prepare for and respond to all threats or emergencies, including natural, technological, and human-caused disasters.
- Identify critical employees and supporting staff who will relocate.
- Ensure the continuity facility can support the operations.
- Protect and maintain essential records and databases.

2.2 Operational Periods

Emergencies often occur with little or no warning, requiring immediate activation of the COOP and commitment of resources. The COOP planning concept of operations is expressed in four operational periods:

- Readiness and preparedness
- Activation and relocation
- Continuity operations
- Reconstitution and recovery

2.2.1 Readiness and Preparedness

Readiness is the ability of an organization to respond effectively to any incident that threatens its ability to continue MEF. It is the responsibility of an organization's leadership to ensure that an organization can perform its MEF before, during, and after all-hazards emergencies or disasters. Readiness and preparedness activities develop the response capabilities needed during an emergency. Planning, training, and exercising are among the activities conducted under this phase. Feedback from these activities should be focused on improving and maintaining the COOP. Mitigation is also a viable part of this phase. Mitigation activities lessen the impact of unavoidable hazards. The Martin County Local Mitigation Strategy guides and prioritizes mitigation activities that the community will need to undertake.

The Village of Indiantown is establishing a continuity readiness posture through the development of this continuity plan, assigning COOP Leads and Alternates, forming a Continuity Planning Team, a Crisis Assessment Team, conducting COOP planning and training, and other continuity readiness and preparedness activities. These activities include the review and revision of COOP related plans, conducting tests, training, exercises, and risk management.

2.2.2 Activation Scenarios

COOP activation will not be required for minor incidents, disruptions, or short-term evacuations. However, if a disruption is already underway or when one is imminent based on intelligence, the COOP may be activated by the Village Manager or his designee. An executive decision must be made after a quick and accurate assessment of the situation to determine the best course of action for the Village. The degree to which the plan is implemented depends on the type, magnitude, and circumstances of the incident(s). The level of emergency and decision matrix outlined below, which supports decision-making for determining when to activate the COOP.

Some incidents will be major events like hurricanes which have widespread and potentially extensive damage, while other incidents could be far more contained like a wash out of a road due to extensive flooding or a water main break possibly flooding nearby structures. Or a third scenario could involve a death or injury of key village official, the loss of capacity to perform normal county functions, the partial or the destruction of vital public records essential to the continued operations of the government. The following three scenarios:

- Scenario 1: Loss of Access to a Facility
- Scenario 2: Loss of Services Due to Reduction of Workforce
- Scenario 3: Loss of Services Due to Equipment or System Failure

2.2.2.1 Scenario 1: Loss of Access to a Facility

Assumptions

- The village is vulnerable to a full range of hazards (man-made, natural, and technological disasters).
- Leadership and personnel will continue to recognize their responsibilities to public safety and exercise their authority to implement the COOP plan in a timely manner when confronted with disasters.
- If properly implemented, the COOP will reduce or prevent disaster-related losses.
- Loss of facility may occur during duty or non-duty hours.

COOP Alert and Notification

- The Crisis Assessment Team (CAT) determines the need for and activates the COOP plan.
- COOP Coordinator coordinates with the COOP Relocation Chief (CRC) and notifies COOP Team and other emergency personnel of activation and provides initial directions. (For example, “Arrive at designated meeting location within two hours for initial assessment.”)
- The CRC notifies facility and operations personnel of activation.
- See Annex A for additional details regarding alert and notification procedures.
- Additional notification measures within 12 hours of activation include:
 - Village Manager notifies the designated Public Information Officer (PIO) of activation and coordinates any necessary press release or public messages. (For example, “The office is temporarily closed until further notice.”)
 - COOP Coordinator or designee notifies all current active vendors, contractors, and suppliers of the COOP plan activation and provides direction on activities that will need to be altered, suspended, or enhanced as a result.

- As appropriate and necessary, the COOP Coordinator notifies the primary points of contact for surrounding organizations and jurisdictions of the COOP activation, any potential consequences, and planned alternate actions that might be required until normal operations can be restored.

COOP Implementation

Phase I – Activation and Relocation

- Once notified that the COOP plan is implemented, the CRC notifies key personnel and back-up staff for affected essential functions to be activated from the Rapid Recall List.
- Within three hours, activated personnel assemble at the alternate facility location.
- The COOP Coordinator and the CRC in conjunction with the PIO (or other position) initiates activities to guide the actions being taken by the agency, including alert, notification, and guidance to support personnel and the public (e.g., reduction in services or operational hours).
- Department leaders confirm the safe evacuation of staff from the facilities, if applicable, and account for personnel throughout the duration of the COOP event. Supervisors and managers make contact with staff under their span of control via use of the staff contact list.
- Each Department will have a staff member assigned with the responsibility of maintaining and transporting their Drive-Away kit to the alternate facility location.
- The COOP Coordinator is responsible for keeping personnel contact lists current and maintaining the lists in hard copy off-site.

Phase II – Alternate Facility Operations

- Activated key personnel continue essential operations.
- COOP Coordinator and/or CRC provides additional guidance as required by the situation to non-designated employees via the alert and notification procedure (Annex A), and through other available means.
- The CRC provides general policies and procedures of alternate facility to key personnel.
- COOP Team or Reconstitution Manager initiates efforts to return to normal operations (reconstitution).

Phase III – Reconstitution

Reconstitution consists of a checklist of procedures essential personnel need to assist them in returning to normal operations and back to the primary facility.

- Key personnel continue to provide essential services.
- Crisis Assessment Team or designee informs agency personnel that the threat of, or actual emergency, no longer exists, and provides instructions for resumption of normal operations and staffing. Announcement is disseminated via established notification procedures.
- The Reconstitution Manager reports the status of reconstitution to contractors, agency partners, and other key contacts (local jurisdictions, vendors, etc.), as applicable.
- Agency conducts a “hot wash” or review of its COOP operations and the effectiveness of its plans and procedures as soon as possible.

2.2.2.2 Scenario 2: Loss of Services Due to a Reduction of Workforce

Assumptions

- The village is vulnerable to the full range of hazards (man-made, natural, and technological disasters).
- Leadership and employees have been cross-trained.
- If properly implemented, this COOP will reduce or prevent disaster-related losses.
- A reduction in workforce might occur during or after operating hours.
- The village has implemented reduction in workforce policies and procedures, such as cross training and alternate work arrangements (i.e., telework).

COOP Alert and Notification

- The CAT determines the need to activate the COOP plan.
- COOP Coordinator notifies COOP Team and other emergency personnel of activation and provides initial directions. (For example, “Arrive at designated meeting location within two hours for initial assessment.”)

Additional notification measures within 12 hours of activation include:

- Village Manager notifies the designated PIO of activation and coordinates any necessary press release or public messages. (For example, “The office is temporarily closed until further notice.”)
- COOP Coordinator or designee notifies all current active vendors, contractors, and suppliers of the COOP plan activation and provides direction on activities that will need to be altered, suspended, or enhanced as a result.

COOP Implementation

Phase I – Activation and Relocation

- Once notified that the COOP plan is implemented, the COOP Coordinator notifies key personnel and back-up staff for affected essential functions to be activated from the Rapid Recall List.
- Activated staff is informed of their roles and responsibilities and are directed to report to alternate facility locations or use alternate working arrangements, if applicable.
- Each Department will have a staff member assigned with the responsibility of maintaining and transporting their Drive-Away kit to the alternate facility location.
- Individuals who may work from home are responsible for organizing, maintaining, and transporting their personal Drive-Away kit to their home.
- The Village Manager in conjunction with the PIO (or other position) initiates activities to guide the actions being taken by the agency, including alert, notification, and guidance to support personnel and the public (e.g., reduction in services or operational hours).

Phase II – Alternate Facility Operations OR Alternate Workforce Operations

- Activated personnel continue essential operations.
- COOP Coordinator provides additional guidance as required by the situation to non-designated staff via the alert and notification procedure (Annex A), and through other available means.
- COOP Planning Team provides general policies and procedures of alternate facility/work arrangements to key personnel.

- COOP Team or Reconstitution Manager initiates efforts to return to normal operations (reconstitution).

Phase III – Reconstitution

- Key personnel continue to provide essential services.
- The CRC or their designee informs village personnel that the threat of, or actual event, no longer exists, and provides instructions for resumption of normal operations and staffing. Announcement is disseminated via established notification procedures.
- Village conducts a “hot wash” or review of its COOP operations and the effectiveness of its plans and procedures as soon as possible.
- Village reports the status of reconstitution to contractors, agency partners, and other key contacts (local jurisdictions, vendors, etc.), as applicable.
- Those responsible for Department Drive-Away Kits return them to their office.

2.2.2.3 Scenario 3: Loss of Services Due to Equipment or *System Failure*

Assumptions

- If properly implemented, this COOP plan will reduce or prevent disaster-related losses.
- Loss of equipment or systems might occur during or after operating hours.
- Leadership and personnel will continue to recognize their responsibilities to public safety and exercise their authority to implement the COOP plan in a timely manner when confronted with disasters.
- The village has established interim processes for various operating procedures, as necessary.

COOP Alert and Notification

- COOP Coordinator coordinates with the CRC and notifies the COOP Team and other emergency personnel of activation and provides initial directions. (For example, “Arrive at designated meeting location within two hours for initial assessment.”)
- The CRC, or designee, notifies the IT, Facilities, and other Village Departments and staff as appropriate.

Additional notification measures within 12 hours of activation include:

- Village Manager notifies the designated PIO of activation and coordinates any necessary press release or public messages (e.g., “Agency visitation is prohibited until further notice”).
- COOP Coordinator or designee notifies all current active vendors, contractors, and suppliers of the COOP plan activation and provides direction on activities that will need to be altered, suspended, or enhanced as a result.

COOP Implementation

- CRC or their designee informs personnel that the threat of, or actual event, no longer exists and provides instructions for resumption of normal operations and staffing. Announcement is disseminated via established notification procedures.
- The COOP Coordinator reports the status of reconstitution to contractors, agency partners, and other key contacts (local jurisdictions, vendors, etc.), as applicable.

- Those responsible for Department Drive-Away Kits return them to their office.
- Village conducts a “hot wash” or review of its COOP operations and the effectiveness of its plans and procedures as soon as possible.

2.3 Alert and Notification

Upon a decision to activate the COOP, alert and notification procedures will be initiated. Refer to section 2.2.2 for alert and notification procedures by scenario. Additional detail is provided in Annex A.

2.4 COOP Relocation

Relocation to an alternate facility occurs when a primary facility is damaged and rendered inoperable or unsafe and staff must evacuate.

Figure 1 is a relocation decision matrix which depicts the decision-making process used to determine if relocation to an alternate facility is necessary.

Relocation Decision Matrix

Based on City of Santa Rosa, CA, Continuity of Operations Plan (COOP), 2017

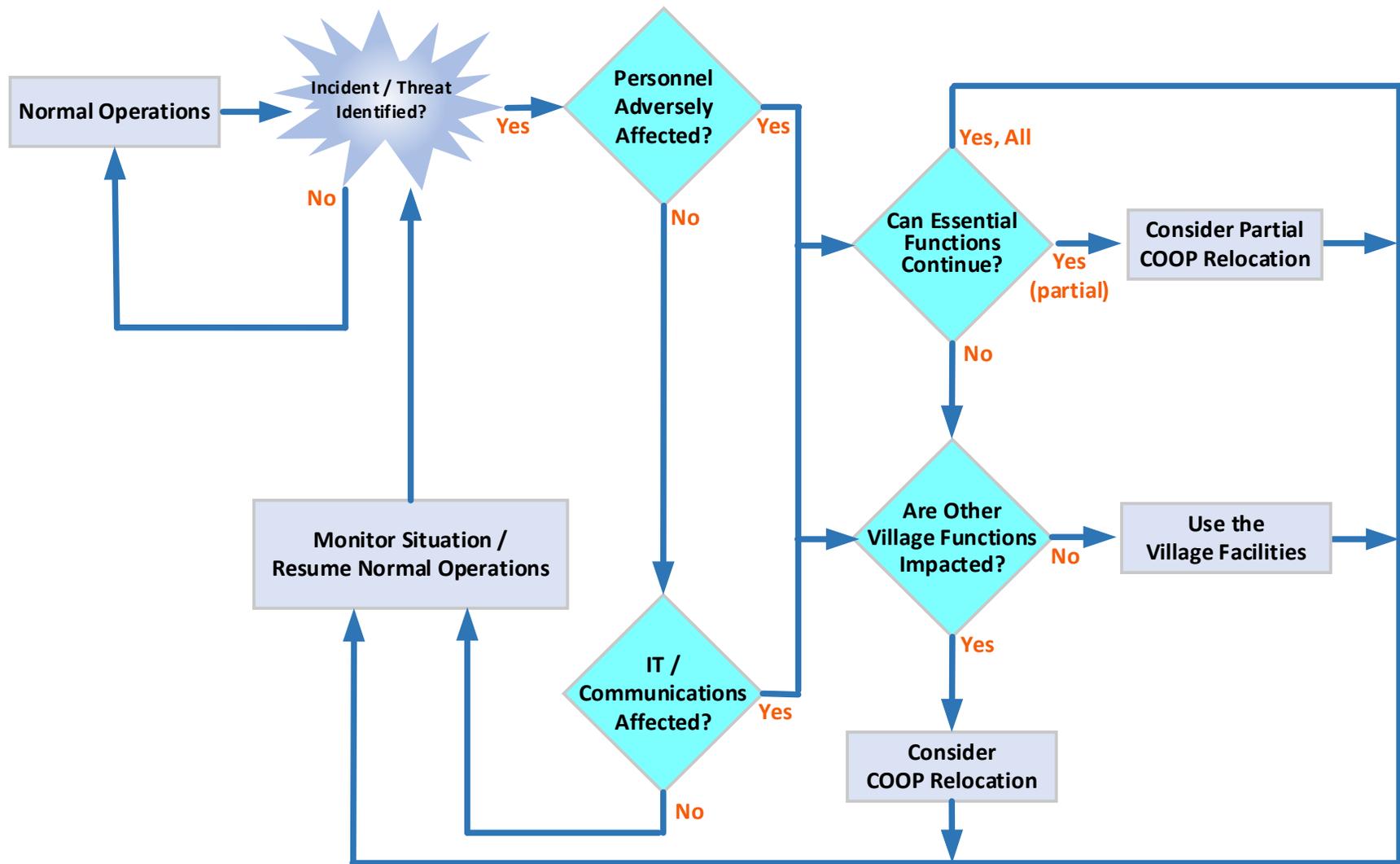


FIGURE 1: Relocation Decision Matrix

2.5 Continuity Operations

The operations phase focuses on continuing MEF:

- Accounting for all personnel
- Performing essential functions
- Establishing communications
- Preparing for reconstitution of all functions. Once the incident has ended, business functions can be resumed.

2.6 Reconstitution

Reconstitution is the transition back to normal operations in the primary operating facility. Leadership may designate a reconstitution manager to deal with the complexity of reconstitution issues.

Reconstitution focuses on restoring operations to normal or improved services. This phase is initiated once all MEF have been restored. Activities associated with reconstitution include:

- Supervising an orderly return to the normal operating facility, a move to another temporary facility, or a move to a new permanent operating facility.
- Verifying that all systems, communications, and other required capabilities are available and operational, and ensuring the capability to accomplish all essential functions and operations at the new or restored facility.
- Identifying if any records were affected by the incident and ensuring the effective transition or recovery of essential records and databases.

Table 1 contains the three reconstitution situations and identifies who is the lead Department in the reconstitution effort.

Table 1: COOP Lead Reconstitution Entities

Situation	Lead Reconstitution Entities
Loss of building	Public Works
Loss of personnel	Human Resources
Loss of network infrastructure	ITS Fiber (private provider)

Section 3 – MISSION ESSENTIAL FUNCTIONS

Overview

MEF enable Village staff to provide vital services for staff and citizens. The COOP plan serves as an operational guide to facilitate the relocation of Village staff to a continuity facility and the backup of critical systems and vital records so that MEF may continue. The level and manner of support needed to continue MEF depends on the nature of an incident. For each mission essential function identified, the list also identifies personnel required to execute the function, the level of priority assigned to the function, and the resources required to support the function. Annex B includes a matrix of the Village's essential functions.

Guidelines and Criteria for Prioritization of MEF. In addition to identifying which functions are necessary to support village operations, the recovery time objective (RTO) should be determined for each mission essential function. The RTO is the maximum amount of time the function can be interrupted before it must be restored to an acceptable level of operation after an incident. To ensure that MEF are restored in the order of their time criticality, functions should be categorized using a tier classification system. The following system, Table 3 has been established to prioritize the Village of Indiantown's MEF according to time criticality.

Table 2: Recovery Time Objective Matrix

Tier	Ratings	Priority
1	IMMEDIATE: These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property. These functions must be established within the first 12 hours up to 24 hours.	
2	CRITICAL: These functions can be delayed until Tier 1 Functions are restored but must be operation within 72 hours.	
3	NECESSARY: These functions can be delayed until Tier 1 and Tier 2 functions are restored but must be operational within 1 week.	
4	IMPORTANT: These functions can be delayed until Tier 1, Tier 2, and Tier 3 functions are restored, but must be established within 30 days.	

If a function is necessary to keep another function operating, then it should have a shorter priority RTO. Such functions include IT systems, building maintenance, and human resources.

3.1 Orders of Succession

Orders of succession are activated when leadership is unable or unavailable to execute their duties during an emergency key MEF staff must establish, disseminate, and maintain their orders of succession by COOP critical positions. Orders of succession are addressed through internal policy or ordinances. Key personnel for Village of Indiantown leadership and their successors have been identified in Table 3.

Table 3: City Leadership Orders of Succession

Principal Position - Mayor		Contact#
Vice Mayor	Successor	772-341-4509
Principal Position - Village Manager		Contact#
Howard W. Brown, Jr.	Village Manager	772-285-8732
Susan Owens, Village Clerk	1 st Successor	772-285-7740
Daniel Eick, Management Analyst	2 nd Successor	772-233-0713
Principal Position - Village Clerk		Contact#
Susan Owens	Village Clerk	772-285-7740
Daren Hamberger, Deputy Village Clerk	Successor	772-341-7203
Principal Position – Human Resources		Contact#
Susan Owens	Village Clerk	772-285-7740
Daren Hamberger, Deputy Village Clerk	Successor	772-341-7203
Principal Position – Village Attorney		Contact#
Wade Vose	Village Attorney	772-600-4845
Asst. Village Attorney	Successor	321-299-2289
Principal Position – Financial Services		Contact#
Christopher Quirk	Financial Services Director	772-238-1119
Adrian Liburd	Successor	954-559-7652
Principal Position – Building Official		Contact#
Mike Desorcy	Building Official	772-597-8281
Principal Position – Public Works		Contact#
William “Bill” Archebelle	Director	772-342-5767
Principal Position – Parks & Recreation		Contact#
Albert Scoggins	Parks Superintendent	772-341-8173
Luis Perez	Admin. Support Generalist	772-597-8270
Principal Position - Fire/Rescue		Contact#
William Schobel	Martin County Fire Chief	772-288-5636
Rodney Robertson – Division Chief	Successor	772-320-3192
Principal Position - Police Protection		Contact#
Lt. Kendall Dolan	Martin County, Uniform Patrol Division, West County	772-260-1774
West County Road - Patrol	Successor	772-220-7170
Principal Position - Utilities		Contact#
Jim Hewitt	Utilities Manager	772-597-2201
Ernie Watson	Successor	772-597-2122
Principal Position - Stormwater		Contact#
William “Bill” Archebelle	Public Works Director	772-200-4902
Principal Position - Solid Waste		Contact#
Sam Amerson	Martin County Solid Waste Director	772-260-9613
Jeremy Covey - Technical Services Administrator	Successor	772-221-2353

Principal Position – ITS Fiber		Contact#
Allie Meyer	Account Executive	772-597-3423
Kristen Boone - Mgr. of Customer Operations	Successor	772-597-3423
Principal Position – Electric Power	Successor	Contact#
Todd Travis	Operation Service	772-489-6254
Tony Tucci – Customer Advisor	Successor	386-566-8748
Principal Position – Community & Economic Development	Successor	Contact#
Althea P. Jefferson, AICP	Director	(772-) 597-8269
Robert Perez, Code Compliance Officer	Successor	772-341-1700

3.2 Delegations of Authority

Delegations of authority are specified by Village resolutions and policies. Certain incumbents in positions specified in the orders of succession are delegated authority to perform all duties and responsibilities of the agency head or leadership when this is required. Delegation of authority should be exercised only when immediate action is required, and a superior is unable and unavailable to exercise the authority. An individual acting as successor should be relieved of his or her authority once a superior on the list becomes available, is able, and assumes the role of the successor. An individual exercising the authority of a superior should record important actions, during which the authority is exercised. Planning for delegations of authority involves the following:

- Identifying which authorities can and should be delegated. Table 4 identifies the circumstances under which the delegation would be exercised, including when it would become effective and when it would be terminated
- Identifying limitations of the delegation
- Documenting to whom authority should be delegated
- Ensuring designees are trained to perform their emergency duties

Delegations of authority for key leadership in the Village of Indiantown are identified in Table 4.

Table 4. Village Delegations of Authority

Successor to Mayor	Delegation of Authority (Full or Limited)	Contact#
Jackie Gary Clarke	Full	772-341-4509
Successor to Village Manager	Delegation of Authority (Full or Limited)	Contact#
Susan Owens	Full	772-285-7740
Successor to Village Clerk	Delegation of Authority (Full or Limited)	Contact#
Daren Hamberger, Deputy Village Clerk	Full	772-341-7203
Successor to Human Resources	Delegation of Authority (Full or Limited)	Contact#

Daren Hamberger, Deputy Village Clerk	Full	772-341-7203
Successor to Village Attorney	Delegation of Authority (Full or Limited)	Contact#
Asst. Village Attorney	Full	321-299-2289
Successor to Finance Director	Delegation of Authority (Full or Limited)	Contact#
Adrian Liburd	Full	954-559-7652
Successor to Building Official	Delegation of Authority (Full or Limited)	Contact#
Village Manager		
Successor to Public Works	Delegation of Authority (Full or Limited)	Contact#
Village Manager	Full	
Successor to Parks & Recreation Director	Delegation of Authority (Full or Limited)	Contact#
Luis Perez	Full	772-486-9639
Successor to Fire/Rescue	Delegation of Authority (Full or Limited)	Contact#
Rodney Robertson – Division Chief	Full	772-320-3192
Successor to Sheriff – Covering West County	Delegation of Authority (Full or Limited)	Contact#
West County Road Patrol Sargent	Full	772-220-7170
Successor to Utilities	Delegation of Authority (Full or Limited)	Contact#
Ernie Watson	Full	772-597-2122
Successor to Stormwater	Delegation of Authority (Full or Limited)	Contact#
Eric Flavell	Full	321-270-8993
Successor to Solid Waste	Delegation of Authority (Full or Limited)	Contact#
Jeremy Covey	Full	772-221-2353
Successor to ITS Fiber	Delegation of Authority (Full or Limited)	Contact#
Kristen Boone	Full	772-597-3423
Successor to Natural Gas	Delegation of Authority (Full or Limited)	Contact#
Call Customer Service	Limited	561-832-0872
Successor to Suburban Propane	Delegation of Authority (Full or Limited)	Contact#
Gerald Strothers	Full	239-220-2710
Successor to Electric Power	Delegation of Authority (Full or Limited)	Contact#
Tony Tucci	Full	386-566-8748
Successor to Community & Economic Development	Delegation of Authority (Full or Limited)	Contact#
Robert Perez, Code Compliance Officer	Full	772-341-1700

3.3 Critical Resources

Critical resources are the staff, equipment, and systems required to support MEF. During the planning process, the designated COOP Lead coordinates the evaluation of MEF and listed the corresponding equipment and systems. COOP Planning Team members must ensure that unique critical equipment and critical information system requirements are considered in planning and, if appropriate, identified as capabilities to be provided by support functions at the continuity facilities. Village staff should maintain all necessary and up-to-date files, computer software, and databases required to carry out MEF.

The COOP Coordinator is responsible for ensuring all Department staff in charge of their Department Drive-Away Kit making sure their Drive-Away Kits have all pertinent hard copy plans [i.e., County Emergency Management Plan (CEMP) COOP] and ordinances, and supplies needed during the first few days following the hazard event/incident to carry out mission essential function.

3.4 Essential Records

Essential records are records that, if damaged or destroyed, would disrupt operations and information flow, and require replacement or re-creation at considerable expense or inconvenience. In continuity of operations planning, vital records are those records that are necessary to carry out MEF. Content, not media, determines their criticality. Essential records are frequently in one of the following three formats: paper, electronic files, or microfiche.

The Village of Indiantown COOP Planning Team has identified systems to protect and recover essential records during emergencies and normal operations. Through the planning process, the Village staff and CSP documented and detailed their vital records. The village Departments and CSP review periodically (every six months at a minimum) their existing essential records maintenance program and continue to address deficiencies. The following maintenance strategy has been identified by the COOP Planning Team for key COOP Village staff and CSPs:

Village of Indiantown personnel:

- Maintain in real-time all information, data, maps, Memorandums of Understanding (MOU), and procedures which are stored in the cloud (ITS Fiber network), the Village's contract provider.
- Save data to back-up servers.
- Scan hardcopy documents and data records to the network drives.
- Manage and retain records as required by state law.

3.5 Continuity Facilities

Each COOP staff operative, whether working for the Village or on a contract basis, recognizes that normal operations may be disrupted and that there may be a need to perform MEF at a continuity facility. Each COOP operative will coordinate with the COOP Planning Team lead by the COOP Coordinator to establish suitable continuity facilities. Appendix D includes a matrix of the Village's continuity facilities.

3.5.1 Continuity Facility Operation

The Booker Park Fire Station will serve as the Village's primary continuity facility. The village is actively making improvements to the facility. It has both electric power and ITS Fiber.

The back-up facility to the Booker Park Fire Station is located in Big Mound Park. To be used would require significant upgrading since the existing structure is served only with electric power.

It is the policy of the village that continuity facilities should provide:

1. Sufficient space, equipment, and other resources to sustain essential operations, as appropriate, and support staff.
2. The capability to perform essential operations as soon as possible after an emergency or other continuity event with minimal disruption of operations and in all cases within 12 hours after an event; the ability to maintain this capability for up to 30 days after an event or until normal business activities can be resumed; and the capability to perform these essential operations under all threat conditions including the possible use of weapons of mass destruction (WMD). Some essential functions cannot be interrupted, and continuity facilities should include support for these continuous operations.
3. Reliable logistical support, services, and infrastructure systems.
4. Consideration for the health, safety, and security of employees who have been relocated to those sites.
5. Continuity communications, including the means for secure communications if appropriate, with all identified essential internal and external organizations, as well as with customers and the public.
6. Computer equipment, software, and other automated data processing equipment necessary.
7. Capabilities to access and use vital records necessary to facilitate the performance of critical business functions.

3.5.2 Nontraditional Continuity Facility Operations

If the existing Village operating facility becomes non-operable due to a crisis/incident, the Village needs to have a pre-approved alternative continuity facility and identified with the capacity to perform MEF. However, there may be a need due to special circumstances such as a breakout of an infectious disease (e.g., pandemic influenza) staff might not be able to come into work but are important in providing essential functions. An option could involve essential staff working from home/telework. To be effective, the individual would need to have access to vital records and databases to support village business, as well the robust communications necessary to sustain operation of business functions. Table 5 is a tool that the COOP Coordinator can use to document telework capabilities of individual staff.

Table 5. Telework Capabilities

Employee Name and Title	Laptop or Home Computer Access	Remote Access to Vital Records and Systems (Internet and Intranet)	Ability of Job Type to be Performed Remotely	Eligible to Telecommute
All Employees	Laptop & Cellphone	All Employees	All Employees	All Employees

3.5.3 Logistics and Resource Requirements

Relocation of the organization from the primary to the alternate facility will involve the movement of some resources and vital records that are necessary to sustain or restore essential functions.

Few resources and no vital records are pre-positioned at the alternate facilities. However, being a relatively small municipality, resources and vital records are relatively few and compact, thus making it possible for COOP staff to use their own manpower and respective vehicles to transport them from the primary to the alternate facility. The village can create a village administrative Drive-Away Kit that needs to contain information and data necessary for the village to carry out its MEF on a temporary basis until government operations can be restored.

3.5.4 Drive-Away Kits

The professional go-kit, which is accessible by all personnel, should contain standard operating procedures, emergency plans, operating orders or regulations, and other relevant guidance in addition to medical and miscellaneous supplies that are not already pre-positioned at an alternate facility. Below is a representative list of items that might be included.

Drive-Away Kits	
<p>Identification of charge cards</p> <ul style="list-style-type: none"> ○ Government identification card ○ Driver’s license ○ Government travel card ○ Health insurance card <p>Communication equipment</p> <ul style="list-style-type: none"> ○ Government cell phone ○ Personal cell phone ○ Laptop ○ Chargers & batteries for phones <p>Records, Reports</p> <ul style="list-style-type: none"> ○ COOP ○ Local Mitigation Plan ○ Village Comprehensive Plan ○ Village building-related ordinances ○ Hand-carried vital records ○ Business contact numbers and addresses ○ Maps of surrounding area 	<p>Medical needs</p> <ul style="list-style-type: none"> ○ Contact number (e.g., relatives, medical doctor, pharmacist) ○ Insurance information ○ List of allergies/blood type ○ Hearing aids and extra batteries ○ Glasses and contact lenses ○ Extra pair of eyeglasses/contact lenses ○ Prescription drugs (30-day supply) ○ Over-the-counter medications, dietary supplements <p>Miscellaneous</p> <ul style="list-style-type: none"> ○ Work and leisure clothing ○ Toiletries ○ Flashlight ○ Work gloves ○ Bottled water ○ Non-perishable food

3.6 Reconstitution

Reconstitution is the transition back to normal operations in the primary operating facility. Leadership may designate a reconstitution manager to deal with the complexity of reconstitution issues.

Reconstitution focuses on restoring operations to normal or improved services. This phase is initiated once all MEF have been restored. Activities associated with reconstitution include:

- Supervising an orderly return to the normal operating facility, a move to another temporary facility, or a move to a new permanent operating facility.
- Verifying that all systems, communications, and other required capabilities are available and operational, and ensuring the capability to accomplish all essential functions and operations at the new or restored facility.
- Identifying if any records were affected by the incident and ensuring the effective transition or recovery of essential records and databases.

Table 5: COOP Lead Reconstitution Entities

Situation	Lead Reconstitution Entities
Loss of building	Public Works
Loss of personnel	Human Resources
Loss of network infrastructure	Information Technology

3.7 Alert and Notification Process

Alert Procedures

Depending on the situation, COOP staff may be put on alert. Procedures for alerting and notifying staff are in each Village staff annex. The orders of succession identify which individuals will be alerted. Detailed alert and notification procedures are found in Annex A.

Notification Procedures

During an incident that triggers COOP activation, Annex A describes the procedures personnel are to follow for duty emergencies, off-duty emergencies, and ongoing communications.

3.8 Communications

The COOP Planning Team has identified available and redundant critical communication systems that are located at the primary and alternate facilities. Further, the organization maintains fully capable continuity communications that could support its needs during all hazards. All necessary and required communications and IT capabilities must be operational as soon as possible following COOP activation, and in all cases, within 12 hours of activation.

Communications, or the ability for personnel to communicate internally and externally, is critical during emergencies. The list below identifies communications systems available to the Village to communicate with other departments, emergency response units, the media, and external stakeholder agencies and organizations:

- Internet access, E-mail, and Village website
- Cell phones

Other communications resources are being explored by Village staff.

Critical information systems used to accomplish MEF during normal operations at the primary location must be accessible at the continuity facility. In addition, Village personnel should make sure that critical data is stored in such a way that it can be backed up regularly. Each Village staff will coordinate with IT on the specific technical support needed during COOP activation.

Access to critical information systems used to accomplish MEF. The following chart describes each of the communication systems that might be used, the department responsible for maintaining the system, and the key personnel responsible for updating and implementing these systems when needed.

3.9 Devolution of Command and Control

Devolution is the temporary transfer of functional service responsibilities from one village office to another village office, county agency or contract service provider. The devolution option may be used when the organization's primary operating facility, alternate site, specific function is temporarily disrupted, and/or staff are not available. Devolution requires the transition of roles and responsibilities for performance of essential functions through pre-authorized delegations of authority and responsibility. The authorities are delegated from an organization's primary operating staff to other employees internal or external to the village to sustain essential functions for an extended period.

Devolution will be initiated once the Crisis Assessment Team in consultation with the Village Manager determines the scale and/or scope of incident justifies activating the COOP. The emergency state will only be officially terminated after the service(s) has been restored and approved by the Crisis Assessment Team and Village Manager.

Section 4 – RISKS, VULNERABILITIES, AND MITIGATION STRATEGIES

The FEMA Continuity Guidance for Non-Federal Governments recommends a risk assessment of the vulnerability of the organization and its essential functions to the identified hazards be completed (CGC 1 Annex B, Page B-5). The Village of Indiantown’s vulnerability depends on the probability of an incident occurring and the impact the incident could have on personnel, facilities, infrastructure, operations, and the performance of essential functions. The Martin County Local Mitigation Strategy (LMS) conducted a quantitative assessment of how each hazard affects the County and critical facilities. A comprehensive vulnerability and risk assessment can be found in Chapter 4 of the Martin County LMS. The hazards that pose a threat to Martin County and its municipalities are displayed in the table below.

Natural Hazards		Technological Hazards	Societal Hazards
<ul style="list-style-type: none"> • Flooding • Hurricanes/Tropical Storms • Severe Thunderstorms • Tornado Lightning • Wild Land Fire • Muck Fires • Extreme Temperatures 	<ul style="list-style-type: none"> • Drought • Earthquakes • Sinkholes • Tsunami • Sea Level Rise • Dam/Levee Failure • Agricultural Pests • Epidemics 	<ul style="list-style-type: none"> • Radiological Accidents • Hazardous Material Incident • Train Derailment • Power Outage • Transportation Accidents • Communication Failure • Wellfield Contamination 	<ul style="list-style-type: none"> • Terrorism & Sabotage • Cyber Attacks • Public Health Emergencies • Civil Disturbances • Immigration Crises

The current LMS was last updated in 2020. It is important for the village to be involved in the update process to be eligible for the Hazard Mitigation Grant Program which will be important to benefit from FEMA financial assistance: Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), and building Resilient Infrastructure and Communities (BRIC) program.

Creating viable options for managing risks and vulnerabilities is done through deciding on and implementing risk management strategies and actions. Continuity elements related to hazard risk and vulnerabilities include human capital, alternate facilities, interoperable communications equipment and systems, vital records and databases, and other vital equipment and systems. The actions related to continuity elements identified in the LMS include:

To prepare for a continuity incident, each local government needs each Department in the village to be prepared to handle three types of emergencies: a localized emergency requiring relocation to an alternate site; a widespread emergency requiring relocation to an alternate site; and a widespread emergency NOT requiring relocation to an alternate site. The indicators for the types of emergencies and corresponding COOP relocation activities are listed below:

1. Localized Emergency Requiring Relocation to Alternate Site

- a. A Village government facility sustained damage.
 - b. All other Village government facilities are not affected.
 - c. COOP alternate sites are available.
 - d. The facility is currently closed for normal business activities, but the incident has not affected surrounding buildings, utilities, or transportation systems.
 - e. Operations can shift to an alternate COOP location in the jurisdiction.
 - f. Will require continuity of all critical essential functions.
2. Widespread Emergency Requiring Relocation to Alternate Site.
 - a. A Village government facility sustained damage.
 - b. The surrounding area is affected.
 - c. COOP alternate sites may or may not be available. ☒ Parts of major infrastructures (power, sewage, Utilities, transportation, etc.) may have sustained damage.
 - d. Operations can shift to an alternate location within the jurisdiction or a neighboring jurisdiction.
 - e. Will require continuity of all critical essential functions.
3. Widespread Emergency NOT Requiring Relocation to Alternate Site
 - a. A Village government facility did not sustain damage and remains open.
 - b. One or more departments of the Village government experiences high levels of employee absenteeism.
 - c. COOP operations will be conducted from the primary location.
 - d. Will require continuity of all critical essential functions as well as long-term essential functions.

Section 5 – MULTIYEAR STRATEGY AND PROGRAM MANAGEMENT

Village leadership and the COOP Planning Team will develop standards to help village key staff and CSP to implement the COOP program. While the COOP and annexes serve as the guide during activation and recovery, the COOP program involves the framework for operational decisions to promote COOP planning. It involves making continuity planning a part of day-to-day operations through initiatives like monitoring protection methods for essential records, inventorying critical systems and equipment, implementing cross-training for critical employees, and establishing mutual aid agreements for facilities and personnel, etc. The COOP program ensures that the COOP reflects the current environment and that staff members are prepared to respond during COOP implementation. Strategy and Plan Maintenance revisions due to changes in the structure, MEF, or mission of participating departments should be made promptly. Long-term plan maintenance should be undertaken carefully, planned for, and completed according to an established schedule. During the development of this plan, the COOP Planning Team identified the following plan maintenance strategies:

- Distributing and communicating the COOP to village staff and CSP representatives;
- Allowing village departments and urging CSPs to develop and maintain their own COOP annexes, provided that they do not conflict with the Village staff strategy and maintenance processes
- Ensuring departmental review of the overarching plan and annexes
- Identifying issues that affect the frequency of changes required to the COOP
- Conducting annual reviews of the COOP

Table 8 provides a guide to the COOP Planning Team for scheduled maintenance and updates of the COOP.

Table 8: Plan Maintenance Strategy

Activity	Tasks	Frequency	Responsibility
Update and certify plan	<ul style="list-style-type: none"> • Review entire plan for accuracy. • Incorporate lessons learned and changes in policy and philosophy • Manage distribution. 	Annually	Village Manager and COOP Planning Team members. Each CSP is expected to review their COOP and update annually.
Maintain order of succession and delegations of authority	<ul style="list-style-type: none"> • Identify current incumbents. • Update rosters and contact information. 	Annually	COOP Coordinator
Maintain continuity location readiness.	<ul style="list-style-type: none"> • Check all systems. • Verify accessibility. • Cycle supplies and equipment as necessary. 	Monthly	COOP Coordinator
Monitor and maintain essential records program.	<ul style="list-style-type: none"> • Monitor volume of materials. • Update/remove files. 	Ongoing	COOP staff and private vendors

Revise COOP implementation checklist.	<ul style="list-style-type: none"> Update and revise COOP implementation checklist. 	Annually	COOP Coordinator
Update contact information for key personnel.	<ul style="list-style-type: none"> Confirm/update key personnel information. 	As changes occur, or no less than Quarterly	COOP Coordinator
Make new staff aware of COOP	<ul style="list-style-type: none"> Conduct COOP awareness training for new staff 	Within the first 60 days of employment	COOP Coordinator
Orient new senior leadership	<ul style="list-style-type: none"> Brief senior leadership on existence and concepts of the COOP overarching plan and each departmental annex. Brief senior leadership on their responsibilities under the COOP overarching plan and each departmental annex. 	Within the first 30 days of employment	Village Administration
Plan and conduct exercises.	<ul style="list-style-type: none"> Conduct internal COOP exercises. Conduct joint exercises with the state and local emergency management agencies. 	Annually	Work with Martin County Emergency Management

Section 6 – TEST, TRAINING, AND EXERCISE

The test, training and exercise program will ensure that department employees are aware of their roles and responsibilities in COOP implementation. Regularly scheduled exercises are critical to ensuring that the COOP can be implemented during an emergency. Exercising is one of the most effective ways to discover and document necessary modifications. The test, training and exercise program should be progressive in nature, building from simple, individual tasks to complex, multiorganizational interactions. The program should contain activities that include build-on training and improve capabilities through a series of tests and exercises.

6.1 Training

The following subject matter should be considered for the COOP training program:

- MEF and operations
- Operational elements of the overarching COOP and departmental annexes
- COOP triggers, activations, and decision-making
- Continuity facilities and resumption of normal operations
- Leadership during a COOP activation
- Safety strategies and policies including proper use of personal protective equipment

6.1.1 New Personnel

All new personnel working for the Village shall receive COOP awareness training as part of their new employee orientation from their individual department and/or work location. The training will be conducted within 60 days of an employee's first day of employment. If a new employee is designated as essential, his or her contact information will be updated on the department's internal call list. Each department is responsible for providing job-specific COOP and safety training for all new employees in their department.

6.2 Testing Program

Testing is demonstrating if the equipment, procedures, processes, and systems that support the local government's MEF are operating correctly. Testing reveals whether equipment and systems conform to specifications and operate in the required environments. Testing validates or identifies for correction specific aspects of a COOP's procedures and processes. Periodic testing also helps ensure that equipment and procedures are maintained in a constant state of readiness.

6.2.1 Testing Schedule

It is recommended that testing and exercise plans provide for the following elements:

- Testing staff as part of the Village's exercise program to ensure the ability to perform MEF.
- Periodically testing alert and notification procedures and systems for all types of emergencies.

6.3 Exercises

Individual and collective exercises that vary in size and complexity will be conducted to validate elements of the COOP. Exercises will realistically simulate an emergency so that individuals and departments and divisions can demonstrate fulfillment of tasks expected of them in a real incident. Exercises promote overall preparedness; validate plans, policies, procedures, and systems; determine effectiveness of command, control, and communication functions; and evaluate preparation for incident scene activities.

6.3.1 After-Action Report

The evaluation of exercises or actual incidents will identify areas for improvement and provide recommendations to enhance local government preparedness. Following the exercise or actual incident, a comprehensive debriefing and after-action report will be completed. The Village Clerk or a designee, will be responsible for coordinating the debriefing and developing the after-action report. All data collected will be incorporated into an improvement plan that provides input for annual COOP revisions.

Annex A – Alert and Notification

In the event normal operations are interrupted or if an incident appears imminent as determined by the Village will take the following steps to communicate the organization’s status and activation of the COOP.

Alert and Notification Procedures

The COOP Relocation Team (CRT) Chief will:

1. Contact the following groups to inform them the COOP is being activated:
 - a. CRT and CST staff
 - b. Alternate Facility Manager
 - c. Village Emergency Management Team
 - d. Martin County Emergency Management Team
 - e. State Watch Office
 - f. County public officials
 - g. Police
 - h. Fire
2. Provide CRT staff with the following instructions:
 - a. Where to meet (i.e., alternate facility or staging area);
 - b. When they are to report;
 - c. What to bring; and
 - d. What they will do when they get there.
3. Provide CST staff with the following instructions:
 - a. Instructions on what they will do during the initial actions of continuity operations;
 - b. How to report their status;
 - c. To whom they need to report;
 - d. How often to check in;
 - e. How to get information about the agency’s current situation; and
 - f. How they will be notified to report back to work.
4. Provide Alternate Facility Manager with expected timeline of relocation, the estimated size of the CRT, and instructions to begin activating the alternate facility.

Means of Alert and Notification

The CRT will notify CST staff via telephonic distribution list maintained by the COOP Coordinator.

Testing of Procedures

Alert and notification procedures will be tested by the CRT Chief. Drills will be conducted per guidance provided by the Village Multi-Year Training and Exercise Plan; specifically, drills will be documented, to include the date and time conducted, results of drill, and any identified deficiencies addressed in a corrective action plan.

Annex B– Mission Essential Services & Mission Support Services

Mission Essential Services & Mission Support Services		
Village Functions	MEF	MSF
Village Manager	√	
Village Clerk	√	
Human Resources	√	
Attorney		√
IT	√	
Finance	√	
Fire/Rescue	√	
Police Protection/Sheriff	√	
Public Works	√	
Building	√	
Code Enforcement	√	
Utilities	√	
Solid Waste	√	
Stormwater	√	
Parks & Recreation	√	
Electric Power	√	
Natural Gas	√	
Propane Gas	√	
Community & Economic Development	√	
Public Information Officer	√	

Annex C - Initial Action Procedures

1. Duty Hour Activation

Initial action procedures during duty hours with or without warning are as follows:

1. CRT members will depart to their designated alternate facility from the primary operating facility or their current location via personal transportation or assigned Village vehicle.
2. CST members will receive instructions from the CRT Chief. In most instances, CST members will be directed to proceed to their homes or to other facilities to wait for further guidance.
3. At the time of notification, information will be provided on routes to use during departure and other appropriate safety precautions.

2. Non-Duty Hour Activation

Initial action procedures during non-duty hours with or without warning are as follows:

Advance CRT members, if applicable, will deploy to their assigned continuity facility from his/her current location using personal transportation or assigned Village vehicle.

1. Each CRT member will depart for his/her assigned alternate facility from his/her current location using personal transportation or assigned Village vehicle.
2. CST members will receive instructions from the CRT Chief. In most instances, CST members will be directed to remain at their places of residence to wait for further instruction.

Upon receipt of a notification that the COOP is being activated, the Alternate Facility Manager or designee will implement the COOP Site Procedures. These procedures are maintained by the Alternate Facility Manager.

Relocation Procedures

1. Prepare for movement of documents and equipment required for mission-essential functions at alternate site
2. Transport documents, equipment, and communications
3. Continue mission-essential functions at primary facility, if possible, until alternate is fully ready
4. Secure primary facility before departure
5. Advise alternate facility on status
6. Deploy and activate operations and support teams as necessary

Annex D – Continuity Facilities

Alternate Facility	Name/Location (physical address)	Resources Req, to Perform Essential Functions
Alternate Facility #1	Booker Park Fire Station 15101 SW 169 th Ave Indiantown, FL 34956	<p>Transported: Vital Records, cellular telephone, contact lists financial records, purchasing cards</p> <p>Pre-positioned: Back-up capabilities, back-up to primary system, landline telephones, computers (internet and email), office supplies, working stations, access to the internet</p>
Alternate Facility #2	Big Mound Park 15205 SW Indianmound Dr. Indiantown, FL 34956	<p>Transported: Vital Records, cellular telephone, contact lists financial records, purchasing cards</p> <p>Pre-positioned: Back-up capabilities, back-up to primary system, landline telephones, computers (internet and email), office supplies, working stations, access to the internet</p>
Alternate Facility #3	Village Water Plant 15851 SW Farm Rd Indiantown, FL 34956	<p>Transported: Vital Records, cellular telephone, contact lists financial records, purchasing cards</p> <p>Pre-positioned: Back-up capabilities, back-up to primary system, landline telephones, computers (internet and email), office supplies, working stations, access to the internet</p>

Appendix I – AUTHORITIES

- A. Chapter 252, Florida Statutes (Emergency Management)
- B. Chapter No. 252.365, Florida Statutes (Relating to Disaster Preparedness)
- C. Governor’s Executive Order 80-29 (Disaster Preparedness), dated April 14, 1980
- D. Governor’s Executive Order 87-57 (State Emergency Response Commission), dated April 17, 1987; as updated by Executive Order 98-153 and 98-155
- E. Governor’s Executive Order 01-262 (Emergency Management), dated September 11, 2001
- F. Governor’s Executive Order 01-300 (Domestic Security), dated October 11, 2001
- G. Letter dated September 9, 2002 to State Agency Heads on Chapter No. 252.365, Florida Law (Relating to Disaster Preparedness) from Florida Division of Emergency Management Director.

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