

# **Manatee County**

## Continuity of Operations Plan (COOP)

*for*

# **Animal Services**



2008

Note: Under State Statute 281.301, this document is exempt from public access and disclosure requirements of State Statute 119.07(1) and 286.011.

## TABLE OF CONTENTS

<b>I.</b>	<b>Introduction</b>	
	<b>A. Purpose</b> .....	2
	<b>B. Applicability and Scope</b> .....	2
	<b>C. Objectives</b> .....	2
	<b>D. Planning Considerations</b> .....	3
	<b>E. Essential Functions</b> .....	3
	<b>F. Authorities and References</b> .....	4
<b>II.</b>	<b>Concept of Operations</b> .....	4
	<b>A. Phase I: Activation and Relocation</b> .....	4
	1. Overview .....	4
	2. Decision Process .....	4
	3. Alert, Notification, and Implementation Process .....	5
	4. Direction and Control.....	6
	<b>B. Phase II: Alternate Facility Operations</b> .....	6
	1. Overview .....	7
	2. Vital Files, Records, and Databases .....	7
	3. Alternate Location.....	8
	4. Interoperable Communications .....	8
	<b>C. Phase III: Reconstitution</b> .....	9
	1. Overview .....	9
	2. Procedures .....	9
	3. After-Action Review .....	9
<b>III.</b>	<b>Test, Training, and Exercises</b> .....	9
<b>IV.</b>	<b>Program Management</b> .....	10
	<b>Annex A: Staff Roster, Delegation of authority by name and Phone Tree</b> .....	A-1
	<b>Annex B: Operational Checklists</b> .....	B-1
	<b>Annex C: Alternate Location/Facility Information</b> .....	C-1
	<b>Annex D: Personal Preparedness and Drive Away Kits</b> .....	D-1

## I. INTRODUCTION

### A. PURPOSE

This Continuity of Operations Plan (COOP) establishes uniform guidance to support mission essential functions of Manatee County Animal Services during an emergency of any type that may disrupt normal operations. Specifically, this plan is designed to provide policy guidance to prepare for, respond to, recover from and mitigate the emergency with the end result being a return to normal operating conditions.

### B. APPLICABILITY AND SCOPE

This plan is applicable to all personnel in the office of the Manatee County Animal Services. It establishes fundamental policies, identifies mission essential functions, essential personnel, vital records, and alternate facilities. The plan:

1. Is flexible to allow any section to be utilized as needed.
2. Identifies staff roles, resource allocation, lines of authority, succession and responsibilities.
3. Addresses the prioritization of local resources.
4. Provides for the relocation from the primary operations facility to an alternate operations facility.
5. Provides for the resumption and return to normal operating conditions.

### C. OBJECTIVES

The objective of the COOP is to support the Essential Functions of the Manatee County Animal Services across a wide range of emergencies in addition to ensuring the continuation of non-emergency functions. The objectives of the plan are to:

1. Support continuous operations by identifying mission essential functions.
2. Establish lines of succession by name of position.
3. Identify to whom authority should be delegated.
4. Identify the data and communication systems necessary to support mission essential functions.

5. Plan for the protection of records and critical equipment.
6. Plan for orderly response and recovery from an incident to re-establish normal operations.

**D. PLANNING CONSIDERATIONS**

1. Available COOP capability must be maintained at a high level of readiness and be operational within 12 hours after activation. It must have the capability to be activated outside of normal business hours and be capable of implementation with or without warning. It also must be capable of maintaining operations for up to 30 days.
2. A major emergency or disaster could happen at any time.
3. Adverse conditions could cause a larger than expected demand for services from Manatee County Animal Services.
4. Systems supporting daily functions may not be available.
5. The health, safety, emotional well-being and preparedness of all Animal Services employees and their families must be addressed.

**E. ESSENTIAL FUNCTIONS**

The following functions have been deemed essential for Manatee County Animal Services and must be continued under all circumstances. Tasks not deemed essential should be deferred until additional staff and resources become available. Essential functions are identified and prioritized.

1	Diagnosis, prevention and control of problems impacting public health
2	Rescue and Evacuation of Animals
3	Providing emergency medical care for animals
4	Providing temporary animal shelter, food and water
5	Disposal of dead animals
6	Identification of animals to facilitate return to owners

## F. AUTHORITIES AND REFERENCES

1. Presidential Executive Order 12656, Issued 11/18/88
2. Presidential Decision Directive 67, Issued 10/21/98
3. Homeland Security Presidential Directive 8; Issued 12/17/03
4. Federal Preparedness Circular 65, June 15, 2004
5. Florida Statutes, Sections 252.35 (2) (k), 252.35 (2) (n)
6. Manatee County Comprehensive Emergency Management Plan
7. Manatee County Ordinance 05-29

## II. CONCEPT OF OPERATIONS

### A. PHASE I: ACTIVATION AND RELOCATION

#### 1. Overview

This phase provides for the Animal Services Division Chief and staff to notify department personnel of the need to relocate operations to an alternate facility and to be functional within 12 hours.

#### 2. Decision Process

The decision to activate the COOP may be required due to a number of circumstances that make the facility unusable, inaccessible, or due to credible threats that preclude use of the facility. The circumstances will determine the extent to which the plan will be activated. The decision to activate the plan may be made during duty or non-duty hours and with or without warning as outlined below:

##### a. With warning, during either duty hours or non-duty hours:

Key staff will evaluate the situation and determine the appropriate course of action. Advance notice will enable the full execution of this plan with a complete and orderly notification, activation, and deployment to the alternate location.

##### b. Without warning, during duty hours:

Activation of the plan may begin with an evacuation of the Administration Building or shelter facilities. Personnel on duty will evacuate the building according to the published evacuation plan and assemble at designated assembly area. When all personnel have been accounted for, the decision to activate the plan, or parts of the plan, will be made based on an assessment of conditions.

##### c. Without warning, during non-duty hours:

The first person learning of the possible need to activate the plan will contact the Animal Services Division Chief or designee providing pertinent information that might warrant activation of this plan.

- d. The Animal Services Division Chief or designated successor shall have authority to activate this plan.

3. Alert, Notification, and Implementation Process

- a. Once the decision is made to activate the plan, all employees must be alerted in accordance with Annex A. The alert will normally be by telephone, however, the following methods may also be used.

- Text Message
- Manatee County Information Line
- Announcements through local media
- E-Mail
- 800 MHz Radio
- Pager

- b. Employees should remain at their office or home until specific guidance is received.

- c. Notification of the Animal Services COOP activation must be provided to:

- County Warning Point (Emergency Communications Center)
- State Warning Point
- Other Departments as appropriate
- Vendors
- Clients

- d. The Manatee County Animal Services staff will coordinate with the Public Information Officer to disseminate the location and telephone number information for the alternate location to County Departments and Citizens.

- e. All employees shall be assigned a COOP function and shall be able to deploy and be operational within 12 hours after notification.

- f. Employees shall be prepared to support continuing operations for up to 30 days. Additional resources may be required.

- (1) The Department of Human Resources shall support personnel requirements.

- (2) The Department of Financial Services shall support additional expendable supplies.

4. Direction and Control

a. Orders of Succession

To enable the performance of essential functions under any conditions the following line of succession is established. Temporary succession will take place whenever the proceeding position is unable, for whatever reason, to assume management of the situation. Temporary succession will terminate when the preceding position is able to resume normal duties.

Successors
Animal Services Division Chief
Animal Services Supervisor
Animal Care Supervisor

b. Delegations of Authority

- Delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels are resumed.
- The Animal Services Division Chief may provide direct assignment of authority.

**B. PHASE II: ALTERNATE FACILITY OPERATIONS**

1. Overview

- a. Hours of operation at the alternate facility may be situational dependant. Normal hours of operation will be standard unless the event requires 24/7 operation of the alternate facility.
- b. Access and security at an alternate facility will be predicated on the type of event that has caused the COOP to be activated. The Animal Services Division Chief or designated successor will consult and coordinate with the Manatee County Sheriff to determine the proper level of desired security.

2. Vital Files, Records, and Databases

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location
<b>Staff Roster with contact information</b>	<b>Hardcopy and Electronic</b>		<b>X</b>	<b>X</b>
<b>Chameleon</b>	<b>Electronic</b>		<b>X</b>	<b>X</b>
<b>COOP</b>	<b>Electronic</b>		<b>X</b>	<b>X</b>

3. Alternate Location/Facility Information (See Annex C)

- The Alternate COOP location is situational dependant.
- Notification for COOP will include location site. (See Annex C)

4. Interoperable Communications

- a. Interoperable communication is the ability of two or more public agencies to exchange information, when and where it is needed, even when different communication/ information systems are involved. It encompasses the ability to exchange information among fixed facilities, mobile platforms, and portable (personal) devices for effective and efficient coordination, communication, and sharing of information.
- b. Animal Services require communications at alternate facilities to obtain and share information with essential personnel, citizens of Manatee County, Manatee County Departments, jurisdictions within Manatee County, adjacent jurisdictions and State and Federal agencies to accomplish essential functions.
- c. The following chart of Communications Systems and Alternate Facilities provides known connectivity when systems are operable.

<b>Communications System</b>	<b>Alternate Facility #1</b>	<b>Alternate Facility #2</b>	<b>Alternate Facility #3</b>
<b>Commercial Telephone</b>	<b>X</b>		
<b>Cell Phone Capable</b>	<b>X</b>	<b>X</b>	
<b>Secure Data County Server</b>	<b>X</b>		
<b>IntraNet</b>	<b>X</b>		
<b>Internet</b>	<b>X</b>		
<b>800 mhz Radio</b>	<b>X</b>	<b>X</b>	

**C. PHASE III: RECONSTITUTION**

**1. Overview**

As soon as possible after a relocation to an alternate facility, Animal Services staff will begin to develop plans and initiate actions to:

- salvage, restore, and recover the impacted facility;
- sustain operations at the alternate facility for an indefinite period of time;
- to acquire a new facility.

**2. Procedures**

The Animal Services staff will coordinate a schedule to provide an orderly transition of operations from the alternate facility to the new or restored primary facility. The schedule will include notification of employees returning to work, vendors, and other agencies.

**3. After-Action Review**

Prior to the cessation of operations at the alternate facility, the Animal Services staff will initiate an information collection process in order to conduct an “After Action Review” (AAR). The information 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 AAR should include recommended actions to improve areas found deficient. Recommendations for changes will be incorporated into the COOP Annual Review.

### III Test, Training, and Exercises

- A. A training and exercise schedule designed to test and evaluate the COOP will be maintained.  
The department will consider the following:
1. Exercises to test individual essential elements, interrelated elements or entire plan(s).
  2. Tests and training to demonstrate viability and interoperability of the COOP .
  3. Training for department COOP staffs to verify knowledge of responsibilities and integration of skills necessary to implement the COOP and execute essential functions.
  4. Testing of alert and notification procedures.
  5. Orientation for COOP staffs arriving at an alternate operating facility.
  6. COOP exercises for a full deployment to the alternate site.
- B. Tests, training and exercises focus on the Standard Operating Procedures (SOPs) and data required by the various COOP personnel and teams needed to perform their designated roles.
- C. 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.
- D. Employees are trained on the following:
- COOP responsibilities.
  - Employee responsibilities.
  - Equipment, supplies available.
  - Family preparedness (Annex D).
  - CPR, First Aid and disaster response (as available).
- E. An After Action Review (AAR) and Plan Update will be conducted following every test and/or exercise. A review of lessons learned to include processes that were

effective and less than effective will be included. The AAR should include recommended actions to improve areas found deficient. Recommendation for changes will be incorporated into the COOP Annual Review.

**IV. PROGRAM MANAGEMENT PLAN**

- A. The 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.
- B. The Animal Services Division Chief will annually review the COOP essential elements and examine the following key areas:
  - 1. Define short and long term goals and objectives to resolve capability analysis shortfalls.
  - 2. Forecast budgetary requirements.
  - 3. Anticipate and address any issues; identify potential obstacles; and create opportunities for cost savings by avoiding duplication or sharing capabilities.
- C. The following table defines program management requirements.

<b>Responsibility</b>	<b>Frequency</b>	<b>Responsibility</b>
<b>Update COOP</b>	<b>Annually</b>	<b>Animal Services Division Chief</b>
<b>Update telephone rosters</b>	<b>Quarterly</b>	<b>Administrative Assistant</b>
<b>Review status of vital files, records, and databases</b>	<b>Quarterly</b>	<b>Administrative Assistant</b>
<b>Conduct alert and notification tests</b>	<b>Semi-Annually</b>	<b>Animal Services Division Chief</b>
<b>Plan COOP exercises.</b>	<b>Annually</b>	<b>Animal Services Division Chief</b>

**Annexes**

Annex A: Contact list

Annex B: Operational Checklists

Annex C: Alternate Location/Facility Information

Annex D: Personal Preparedness and Drive Away Kits.