

# Continuity of Operations Planning



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# Webcast Plan – Part I

- COOP Overview and Goals
- Governor Riley's Directive
- COOP Planning Template
- Developing Your COOP
- The UAB Team
- The Worksheets
- Explanation of the Worksheets



# COOP Overview

- A Continuity of Operations Plan (COOP) and a Continuity of Government (COG) plan serve as supplemental tools to an Emergency Operations Plan (EOP).
- COOP is designed to ensure that the organization is able to continue performing essential functions and to facilitate an orderly recovery following a disaster.



# COOP General Goals

- Ensure the continuous performance of an agency's essential functions/operations during and emergency.
- Protect essential facilities, equipment, records, and other assets.
- Achieve a timely and orderly recovery from an emergency and resume full service to customers.
- Reduce disruptions to operations.



# COOP Overview

A COOP activating event is:

- An emergency that incapacitates the normal functioning of an organization for more than a limited amount of time as a result of:
  - Damage to an operating facility and/or
  - High rate of employee absenteeism.

COOPs may be “all-hazard” and can be activated due to:

- A Natural Disaster, or
- An Act of Terrorism, or
- An Accident, or
- An Infectious Disease.



# Governor Riley's Directive



April 10, 2009



OFFICE OF THE GOVERNOR

BOB RILEY  
GOVERNOR



STATE CAPITOL  
MONTGOMERY, ALABAMA 36130

(334) 242-7100  
FAX: (334) 242-0937

STATE OF ALABAMA

## MEMORANDUM

TO: Heads of All State Departments, Boards, Commissions, and Agencies

FROM: Governor Bob Riley

DATE: April 10, 2009

RE: **PREPAREDNESS FOR PANDEMIC INFLUENZA AND ALL-HAZARD EMERGENCIES**

In accordance with federal, state, and local laws, plans, and administrative guidance to prepare a state-wide Continuity of Operations Plan (COOP) or Continuity of Government (COG), all government entities must be prepared to respond to pandemic influenza and all-hazard emergencies. The State of Alabama has elected to use the Federal Emergency Management Agency (FEMA) Continuity Guidance Circular 1 (CGC 1) for Non-Federal Entities for State, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations as the basis for the development of Alabama's COG. Below is a list of references:

- Homeland Security Presidential Directive 20/HSPD-20, dated May 9, 2007, [http://www.dhs.gov/xabout/laws/ce\\_1719245380397.shtm](http://www.dhs.gov/xabout/laws/ce_1719245380397.shtm)
- National Preparedness Guidelines (NPG), dated September 2007, [http://www.dhs.gov/xlibrary/assets/National\\_Preparedness\\_Guidelines.pdf](http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf)
- National Response Framework, dated January 2008, <http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>
- Continuity Guidance Circular 1 (CGC 1) for Non-Federal Entities, dated January 21, 2009, [http://www.fema.gov/pdf/about/otg/nsp/coop/continuity\\_guidance\\_circular.pdf](http://www.fema.gov/pdf/about/otg/nsp/coop/continuity_guidance_circular.pdf)

Under the authority vested in me as Governor of the State of Alabama by the Constitution of Alabama and the Alabama Code of Laws, the Departments, Boards, Agencies, and Commissions of the State of Alabama are directed to initiate and complete both strategic and operational plans for the incident scenarios specified in the National Preparedness Guidelines.

The plans should be designed:

- To clearly and succinctly define the roles, responsibilities, resources, and procedures necessary to ensure that operations to provide assistance to citizens remain available before, during and after an emergency.
- To open and maintain a line of communication/dialog with public and private entities that are functionally-related to the activities and responsibilities of the state.
- To encourage functionally-related public and private entities to cooperate with government entities to allow the government entities to be a central information collection and dissemination liaison agency for the functional area.

AEMA will provide state agencies with the COOP planning templates and technical assistance will be provided by Patrick Fritz. He can be reached at 205-280-2270.

BR/BL:psd



# Governor Riley's Directive

In accordance with federal, state, and local laws, plans, and administrative guidance to prepare a state-wide Continuity of Operations Plan (COOP) or Continuity of Government (COG), **all government entities must be prepared to respond to pandemic influenza and all-hazard emergencies.**



# Governor Riley's Directive

...the Departments, Boards, Agencies, and Commissions of the State of Alabama are directed to initiate and complete both strategic and operational plans for the incident scenarios specified in the National Preparedness Guidelines.



# Governor Riley's Directive

The plans should be designed:

To clearly and succinctly define the roles, responsibilities, resources, and procedures necessary to ensure that operations to provide assistance to citizens remain available before, during and after an emergency.



# COOP Planning Template

In response to the Governor's directive, AEMA and ADPH in collaboration with the UAB South Central Center for Public Health Preparedness created an integrated **Continuity of Operations (COOP) template** that meets FEMA and CDC guidelines.



# COOP Planning Template

This webcast will provide an overview of Continuity of Operations Planning, introduce you to the requirements for an effective COOP, and demonstrate how to use the COOP template and associated worksheets.



# COOP Planning Template

- Conforms with FEMA Continuity Guidance Circular 1
- Comprehensive and flexible
- Integrates COOP for Pandemic Influenza and All Hazards
- Two formats:
  - Microsoft Word 2007 (a .dotx file)
  - Microsoft Word 2003 (a .doc file)
- Worksheets for data collection
- May be found at: <http://adph.org/pandemicflu>  
select State COOP Directive



# COOP Table of Contents

RECORD OF CHANGES

INTRODUCTION

COOP ELEMENTS

A. PROGRAM PLANS AND  
PROCEDURES

B. HAZARD VULNERABILITY  
ANALYSIS

C. BUDGETING AND ACQUISITION  
OF RESOURCES

D. ESSENTIAL FUNCTIONS

E. ORDER OF SUCCESSION

F. DELEGATION OF AUTHORITY

G. CONTINUITY FACILITIES

H. CONTINUITY COMMUNICATIONS

I. VITAL RECORDS MANAGEMENT

J. HUMAN CAPITAL

K. ORGANIZATIONAL CENSUS

L. TEST, TRAINING, AND EXERCISE  
(TT&E) PROGRAM

M. DEVOLUTION OF CONTROL AND  
DIRECTION

N. RECONSTITUTION OPERATIONS

O. CONTINUITY PLAN  
OPERATIONAL PHASES AND  
IMPLEMENTATION

APPENDIX A: DIRECTIVE FROM THE  
GOVERNOR OF THE STATE OF  
ALABAMA

APPENDIX B: COUNTY EMA and/or  
STATE EOP HVA

APPENDIX C: PANDEMIC INFLUENZA  
PLANNING ASSUMPTIONS

APPENDIX D: INCIDENT COMMAND  
SYSTEM

APPENDIX E: ACRONYMS



# Integrated COOP Template

<http://adph.org/ALPHTN/index.asp?id=3897>

**STATE OF ALABAMA**

**[agency name]**



**[agency logo, if applicable]**

**CONTINUITY OF OPERATIONS PLAN**  
Draft Date: mm/dd/yyyy  
Issue Date: mm/dd/yyyy

**[insert WS 1 here]**



# Developing Your COOP

- The COOP is made up of 22 worksheets that may be pasted into the COOP template.
- Each worksheet addresses critical information essential for an effective COOP.
- Completion and leadership endorsement of the COOP template create a complete COOP, constitute compliance with the Governor's directive, and provides the necessary information and guidance for continuity of operations during an emergency.



# COOP Planning Template

*[Agency Name] Continuity of Operations Plan (COOP)*

---

## C. BUDGETING AND ACQUISITION OF RESOURCES

*[Name of state entity]* has established a budget for COOP as shown in the following table. Acquisition of resources through procurement activities are defined in the section ORDER OF SUCCESSION. Key vendors have been identified and the critical resources they provide have been identified and plans for acquisition have been established.

### 1. COOP BUDGET

*[Insert COOP WS 8 Here]*

### 2. KEY RESOURCES AND ACQUISITION

*[Insert WS 10 Here]*

## D. ESSENTIAL FUNCTIONS and TELEWORK PLAN

### 1. ESSENTIAL FUNCTIONS

*[Name of state entity]* provides a variety of general operating functions. A set of these functions have been identified as Essential Functions. Essential Functions are defined as those functions, stated or implied, that the organization is required to perform by statute, executive order, or organizational charter or policy and are necessary to provide vital services, maintain the safety and well-being of the employees, clients or customers, and visitors during an emergency. Essential functions are further delineated into Critical essential functions, Short-term essential functions, and Long-term essential functions. Essential Functions are prioritized within each category. Priority level 1 is the highest priority.

- Critical Essential Functions are those essential functions that cannot be interrupted or can be only minimally interrupted following an incident.
- Short-term Essential Functions are those essential functions that can be interrupted for a period of up to 15 days following an incident, but must be resumed thereafter.
- Long-term Essential Functions are those essential functions that can be interrupted for more than 15 days following an incident and will be resumed when resources and personnel become available.

*[Insert WS 11 Here]*

### 2. TELEWORK ASSIGNMENTS

*[Name of state entity]* has developed a Telework Plan for use during a Pandemic Influenza response. Telework assignments are shown in the following table and the Telework Plan is found at Appendix D.

*[Insert WS 12 Here]*



# COOP Planning Template

Key Resource	Source	Primary Means of Communication	Backup Communications	COOP (Yes or No)	Date COOP Verified and by Whom
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				



[Agency Name] Continuity of Operations Plan (COOP)

---

**C. BUDGETING AND ACQUISITION OF RESOURCES**

[Name of state entity] has established a budget for COOP as shown in the following table. Acquisition of resources through procurement activities are defined in the section ORDER OF SUCCESSION. Key vendors have been identified and the critical resources they provide have been identified and plans for acquisition have been established.

**1. COOP BUDGET**

[Insert COOP WS 8 Here]

**2. KEY RESOURCES AND ACQUISITION**

[Insert WS 10 Here]

**D. ESSENTIAL FUNCTIONS and TELEWORK PLAN**

**1. ESSENTIAL FUNCTIONS**

[Name of state entity] provides a variety of general operating functions. A set of these functions have been identified as Essential Functions. Essential Functions are defined as those functions, stated or implied, that the organization is required to perform by statute, executive order, or organizational charter or policy and are necessary to provide vital services, maintain the safety and well-being of the employees, clients or customers, and visitors during an emergency. Essential functions are further delineated into Critical essential functions, Short-term essential functions, and Long-term essential functions. Essential Functions are prioritized within each category. Priority level 1 is the highest priority.

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[Insert WS 11 Here]

**2. TELEWORK ASSIGNMENTS**

[Name of state entity] has developed a Telework Plan for use during a Pandemic Influenza response. Telework assignments are shown in the following table and the Telework Plan is found at Appendix D.

[Insert WS 12 Here]

11



# Developing Your COOP

- The rationale for each worksheet will be explained.
- The process for completing each worksheet will be discussed.
- Frequently asked questions concerning each worksheet will be addressed.



# Developing Your COOP

- Executive leadership
- Broad organizational participation
- Plan for COOP completion
- Follow-up
- Practice the COOP through drills and exercises
- Continuous improvement—not a “once and done” activity
- Consult with ADPH and AEMA



# The UAB Team

## UAB South Central Center for Public Health Preparedness

Andy Rucks  
Pete Ginter

Jack Duncan  
Dave Becker



# The Worksheets

- Pandemic influenza is a relatively unique emergency because it is wide spread, affects all organizations, and results in high-levels of absenteeism.
- As a result, there are some special considerations (and worksheets) regarding the suspension of functions and services and testing, training and exercises.



# The Worksheets

WS 1 – COOP Coordinator

WS 2 – Continuity Planning Team Organization

WS 3 – Suspension of All Functions & Services  
– All Hazards

WS 4 – Suspension of All Functions & Services  
– Pandemic Influenza

WS 5 – Incident Command System Structure

WS 6 – Hazard Vulnerability Analysis –  
Natural Events



# The Worksheets

WS 7 – Hazard Vulnerability Analysis –  
Human-Initiated Events

WS 8 – Hazard Vulnerability Analysis –  
Technological Events

WS 9 – COOP Budget

WS 10 – Key Resources and Acquisition

WS 11 – Essential Functions

WS 12 – Telework Assignments

WS 13 – Order of Succession



# The Worksheets

WS 14 – Continuity Facilities

WS 15 – Continuity Communications – Internal

WS 16 – Continuity Communications – External

WS 17 – Vital Records and Databases

WS 18 – Human Capital – Evacuation Rally  
Points

WS 19 – Organizational Census

WS 20 – All Hazards Testing, Training, and  
Exercise Program



# The Worksheets

WS 21 – Pandemic Influenza Testing, Training,  
and Exercise Program

WS 22 – Reconstruction Operations



# Next Step

Download and become familiar with

- State of Alabama COOP Template
- Worksheets for State of Alabama COOP Template
- Review the worksheets as our team discusses each worksheet

Downloads available at:

[www.adph.org/pandemicflu](http://www.adph.org/pandemicflu)

select State COOP Directive



# COOP Worksheets 1 - 5

TEAMWORK



# WS 1—CONTINUITY OF OPERATIONS PLAN COORDINATOR

## COOP Coordinator

Name	Title	Telephone Number	E-Mail





# WS 3 – Suspension of All Functions & Services – All Hazards Except Pandemic Influenza

<b>Extent of Emergency</b>	State wide and adjoining states		<b>Check One</b>					
	Multiple contiguous counties		<input type="checkbox"/> <b>AND</b>					
	Countywide							
	50% to 100% of division		<input type="checkbox"/> <b>OR</b>					
	25 % to 50% of division							
<p>The mark “X” in a box for each parameter and the selection of the logical connector specifies the criteria for the suspension of all functions and services.</p>				<input type="checkbox"/> <b>1 Week</b>	<input type="checkbox"/> <b>1 to 2 Weeks</b>	<input type="checkbox"/> <b>2 Weeks to 30 Days</b>	<input type="checkbox"/> <b>31 to 180 Days</b>	<input type="checkbox"/> <b>More than 180 Days</b>
				<b>Expected Duration of the Emergency</b>				



# WS 4—Suspension of All Functions & Services – Pandemic Influenza

<b>Absenteeism Rate</b>	<b>50%</b>		<b>Check One</b>					
	<b>40%</b>		<input type="checkbox"/> <b>AND</b>					
	<b>30%</b>							
	<b>20%</b>		<input type="checkbox"/> <b>OR</b>					
	<b>10%</b>							
<p>The mark “X” in a box for each parameter and the selection of the logical connector specifies the criteria for the suspension of all functions and services.</p>				<b>2 Weeks</b>	<b>4 Weeks</b>	<b>12 Weeks</b>	<b>6 Months</b>	<b>12 Months</b>
<b>Time Since Beginning of Pandemic Outbreak</b>								



# WS 5 – Incident Command System Structure

<b>Position</b>	<b>Primary Assignment</b>	<b>First Alternate</b>	<b>Second Alternate</b>	<b>Third Alternate</b>
Incident Commander				
Information Officer				
Safety Officer				
Liaison Officer				
Operations Chief				
Planning Chief				
Logistics Chief				
Finance/Admin Chief				

# Continuity of Operations Planning - Part II



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# COOP Worksheets 6 - 8

TEAMWORK



# Hazard Vulnerability Analysis

- The State and local EMA have developed state-and county-level analyses — you need to develop one for your agency
- A list of hazards is provided
- For each that may affect your agency assess the likelihood (probability) of the event, the type of risk, and your agency's level of preparedness
- Multiply the scores and put product in the “total” cell



# Hazard Vulnerability Analysis--Example

EVENT	PROBABILITY				RISK					PREPAREDNESS			TOTAL
	HIGH	MED	LOW	NONE	LIFE THREAT	HEALTH/ SAFETY	HIGH DISRUP-TION	MOD DISRUP-TION	LOW DISRUP-TION	POOR	FAIR	GOOD	
<b>SCORE</b>	3	2	1	0	5	4	3	2	1	3	2	1	
volcano	X					X					X		24



# WS 6—Hazard Vulnerability Analysis—Natural Events

EVENT	PROBABILITY				RISK					PREPAREDNESS			TOTAL
	HIGH	MED	LOW	NONE	LIFE THREAT	HEALTH/SAFETY	HIGH DISRUPTION	MOD DISRUPTION	LOW DISRUPTION	POOR	FAIR	GOOD	
<b>SCORE</b>	3	2	1	0	5	4	3	2	1	3	2	1	
<b>NATURAL EVENTS</b>													
Hurricane													
Tornado													
Severe Thunderstorm													
Snow Fall													
Blizzard													
Ice Storm													
Earthquake													
Tidal Wave/Tsunami													
Temperature Extremes													
Drought													
Flood, External													
Wild Fire													
Landslide													
Add as needed													



# WS 7—Hazard Vulnerability Analysis—Human-Initiated Events

EVENT	PROBABILITY				RISK					PREPAREDNESS			TOTAL
	HIGH	MED	LOW	NONE	LIFE THREAT	HEALTH/ SAFETY	HIGH DISRUPTION	MOD DISRUPTION	LOW DISRUPTION	POOR	FAIR	GOOD	
SCORE	3	2	1	0	5	4	3	2	1	3	2	1	
<b>HUMAN INITIATED EVENTS</b>													
Mass Casualty Incident--Trauma, e.g. due to building collapse, van accident, etc.													
Mass Casualty Incident (Medical), e.g. food poisonings, flu epidemic, SARs-like agents,													
Hazmat Exposure													
Terrorism, Chemical													
Terrorism, Biological													
Terrorism, Radioactive													
Missing Person													
Workplace Violence													
Hostage Situation													
Civil Disturbance													
Hate Crime													
Bomb Threat													
Suspicious Letter													
Suspicious Powder													
Increased Homeland Security Alerts													
Shooter in Area													



# WS 8—Hazard Vulnerability Analysis—Technological Events

EVENT	PROBABILITY				RISK				PREPAREDNESS			TOTAL	
	HIGH	MED	LOW	NONE	LIFE THREAT	HEALTH/SAFETY	HIGH DISRUPTION	MOD DISRUPTION	LOW DISRUPTION	POOR	FAIR		GOOD
SCORE	3	2	1	0	5	4	3	2	1	3	2	1	
<b>TECHNOLOGICAL EVENTS</b>													
Electrical Failure													
Generator Failure													
Transportation Failure													
Fuel Shortage													
Natural Gas Failure													
Water Failure													
Sewer Failure													
Steam Failure													
Fire Alarm Failure													
Telephone Failure													
Cellular Telephone Failure													
Radios Failure													
Email Communication Failure													
Computer System Outage													
Card Access Control System Failure													
HVAC Failure													
Fire, Internal													
Flood, Internal													
Hazmat Exposure, Internal													
Unavailability of Supplies													
Structural Damage													



# COOP Worksheets 9 - 17



# WS 9 – COOP Budget

<b>Category</b>	<b>Person Responsible</b>	<b>Date Amount Verified</b>	<b>Amount</b>
Payroll for overtime and special contract personnel			
Transportation			
Facilities			
Food, shelter, special clothing			
Utilities			
Information technology infrastructure			
Go-Kits and Related Supplies			
Pandemic Influenza Preparedness Supplies			
COOP Training			
COOP Drills and Exercises			
<b>Total</b>			



# WS 10—Key Resources and Acquisition

Key Resource	Source	Primary Means of Communication	Backup Communications	COOP (Yes or No)	Date COOP Verified and by Whom
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				
	Primary				
	Secondary				



# Essential Functions

- Essential Functions are defined as those functions, stated or implied, that the organization is required to perform by statute, executive order, or organizational charter or policy and are necessary to provide vital services, maintain the safety and well-being of the employees, clients or customers, and visitors during an emergency.
  - Critical Essential Functions are those essential functions that cannot be interrupted.
    - Standard Operating Procedures must be developed for all Critical Essential Functions.
  - Short-term Essential Functions can be interrupted for a period of up to 15 days.
  - Long-term Essential Functions can be interrupted for more than 15.



# WS 11 – Essential Functions

Function	Critical Essential Function		Short-term Essential Function Y/N	Long-term Essential Function Y/N	Priority
	Y/N	If Yes. does SOP exist? Y/N			



# WS 12—Telework Assignments

- The organization may assign employees to perform Critical Essential Functions through Telework
- If the organization plans to use Telework, document the assignments on the Telework Assignments Worksheet

<b>Critical Essential Function</b>	<b>Supervisor</b>	<b>Employee Assigned to CSF</b>	<b>Telephone Number of Employee at Telework Location</b>



# WS 13—Order of Succession

- This is the organization's depth chart.
- Key positions are those held by executives, managers, supervisors, and critical essential functions requiring unique credentials.
- For each key position, identify the incumbent, and then by title or incumbent and title, identify the first, second, and third alternates.

<b>Key Position</b>	<b>Credentials Required or NA if not applicable</b>	<b>Incumbent (name)</b>	<b>First Alternate (Title and Name)</b>	<b>Second Alternate Title and Name)</b>	<b>Third Alternate Title and Name)</b>



# Continuity Facilities

- Identify alternate work locations for use during an emergency.
    - Sufficient space, equipment, and resources to sustain an EF
    - Capable of being operational within 12 hours after an event
    - Reliable logistical support, systems, and infrastructure support
    - Provide for the health, safety, and security of employees being relocated
    - Sufficient communication systems including secure communications, if applicable
    - Sufficient information technology and support
    - Capabilities to use virtual records necessary to sustain an EF
- Alternate Locations may or may not be the same for Pandemic Influenza Outbreaks and All-Hazard Emergencies



# WS 14—Continuity Facilities

<b>Critical Essential Function</b>	<b>Current Location</b>	<b>Number of Employees</b>	<b>Alternate Locations</b>



# WS 15—Continuity Communications- Internal

Name	Work Telephone	Primary e-mail address	Cellular Telephone	Other



# WS 16—Continuity Communications-External

- Develop an extensive communication list for all key external stakeholders including other state entities, vendors, contractors, and client organizations
- Key external stakeholders may or may not be the same for Pandemic Influenza Outbreaks and All-Hazard Emergencies

Key External Stakeholder	Primary (day-to-day) Communication Method	Primary Communication Address	Redundant Communication Method	Redundant Communication Address





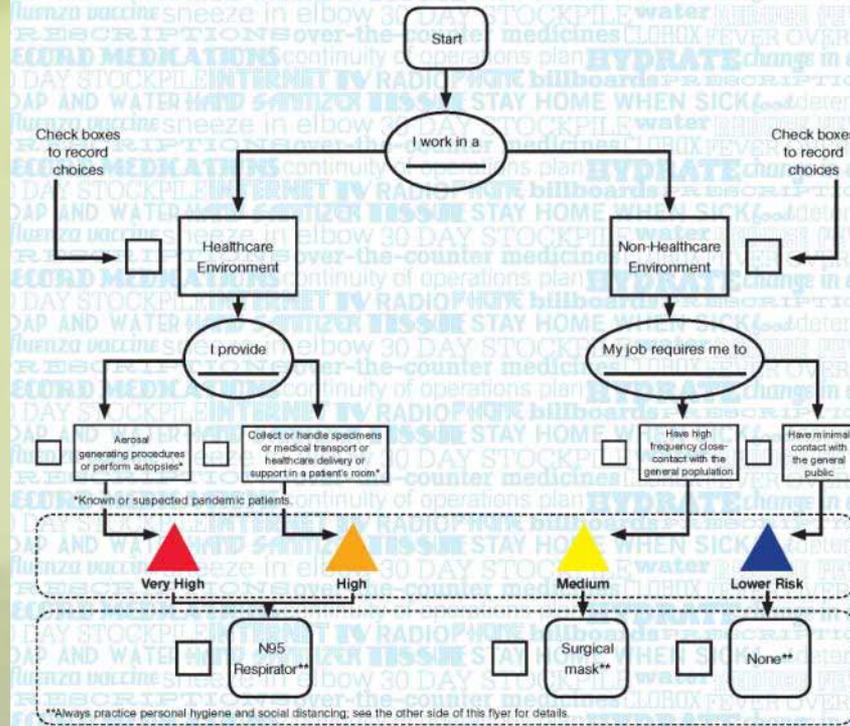
# COOP Worksheets 18 - 22





# Employee PI Risk Assessment Instrument

## OCCUPATIONAL RISK FLOW CHART



Print Name of Employee \_\_\_\_\_

Job Classification/Function \_\_\_\_\_

Signature \_\_\_\_\_

Date Signed \_\_\_\_\_





# Monitoring Employee Availability and Absences

- This worksheet will be used during an emergency and should not be filled-in for inclusion in the COOP. Appendix G of the COOP template includes a table that may be used for this purpose.

Name	Organizational Position	Original Status Code	Date of Original Status	Change in Status Code	Date of Status Change	Date Restored to Original Status

**Status Codes:**

- 1.Present at primary location
- 2.Present at Alternate Location
- 3.Absent—illness
- 4.Absent—caring for ill family member
- 5.Deceased



# Testing, Training, and Exercise Program

- The agency should plan and schedule training and exercises for All Hazards and, independently, Pandemic Influenza.
- All Hazards training and exercises should be based on preparedness courses offered by the Alabama Emergency Management Agency or recommended by AEMA.
- Pandemic Influenza training and exercises should be based on advice from the Alabama Department of Public Health.
- Training and exercise assistance may be obtained from a variety of sources including the South Central Center for Public Health Preparedness at the University of Alabama at Birmingham.



# WS 21 – Pandemic Influenza Testing, Training, and Exercise Program



Organization Unit	Pandemic Influenza Training*	Date of Training	Exercise Elements	Date PI Exercise Completed
[add rows as needed]				
*Examples may include, but not limited to infection control, pandemic awareness, and personal preparedness.				



# WS 22—Reconstruction Operations

- Identify the person/position responsible for recruiting replacement employees and certifying workplace safety.

<b>Essential Function</b>	<b>Type (C, ST, or LT)</b>	<b>Priority</b>	<b>Recruiting Replacement Employees (Name and Position or Position)</b>	<b>Certification of Workplace Safety (Name and Position or Position)</b>



# Keys to Success using the COOP Template

- Executive leadership
- Coordinating team
  - Institutional expertise
  - Microsoft Word proficiency
- Project plan
  - Task assignments
  - Deadlines
- Download:

<http://adph.org/pandemicflu>  
select State COOP Directive



# Subject Matter Expertise

- **All-Hazard COOP:  
AEMA**
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# Assistance Completing the Integrated COOP Template



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# Continuity of Operations Planning



Thank you for your time and participation!