EMERGENCY MANAGEMENT
PROJECT CHARTER v.1

Project Name: Continuity of Operations Planning (COOP) Program
Program Manager: Amy Rasmussen

PURPOSE

As part of the Multnomah County Office of Emergency Management's (MCEMs) role to help county departments prepare for emergencies that may disrupt normal operations, this document outlines the Continuity of Operations Planning (COOP) program. The purpose of the program is to provide a structure to assist county agencies to develop, maintain, and exercise their COOP processes. The program offers departments both guidelines and resources for creating their plan, as well as resources and assistance in training and exercising.

PROGRAM DESCRIPTION

MCEM recognizes the need for all departments to create a COOP plan, to regularly update that plan, and to train and exercise staff. The Continuity of Operations Planning (COOP) Base Plan will be developed, updated and maintained by MCEM with input from COOP stakeholders. Individual annexes will address the specific and unique needs of each department/division and will be owned and maintained within those individual department/divisions.

The MCEM COOP Program offers department COOP program leads both the guidance and tools to develop their COOP annexes and prepare their teams. The program is divided into four components:

1. COOP Plan and Annex Development
2. Plan Updates
3. Training and Exercises
4. Assessment and Reporting

SCOPE

There are several levels of COOP Program support that will be offered. The priority of the COOP Program is to focus on plan development for internal Multnomah County departments and divisions.

There are several overlapping program initiatives that may happen concurrently through coordinated efforts with MCEM's Training and Exercise Coordinator and through various Business Continuity Professionals (BCPs) representing other jurisdictions, agencies and service providers.)

Initiative 1: Plan development focused on internal Multnomah County departments/divisions
Initiative 2: Coordination and support for County jurisdictions (Portland, Gresham, Fairview, Troutdale, Wood Village, and Maywood Park)
Initiative 3: Coordination with partner agencies (NGOs, Universities, Schools, local service providers)
Initiative 4: Ongoing training and exercise to include informative workshops, table tops and functional exercises

This project charter focuses on Initiatives 1 and 4 only.

OUT OF SCOPE

Coordination and support of initiatives 2 and 3 may run concurrent but will be managed under a separate charter or set of objectives.

OBJECTIVES

The goal is to develop a Continuity of Operations Planning Program that is comprehensive, collaborative and equitable. This will be done by focusing on the following objectives:

1. Ensure the continuous performance of a department's essential services during a disaster or major emergency.
2. Protect critical infrastructure.
3. Reduce or mitigate disruptions to operations from a disaster.
4. Achieve a timely and orderly recovery from an emergency and resume full service to customers as quickly as possible.
5. Provide training and exercise to all departments/division on the activation and implementation of their plans.

This program will support the Multnomah County Emergency Management Strategic Plan as follows:

GOAL 1: Leadership and Participation

1.1 Multnomah County elected leaders and department directors know their roles in emergency management and the county has developed Continuity of Government (COG) and Continuity of Operations Plans (COOP) to execute their emergency responsibilities.

1.3 Establish a culture in which all county employees participate in emergency management

GOAL 2: Planning and Equity

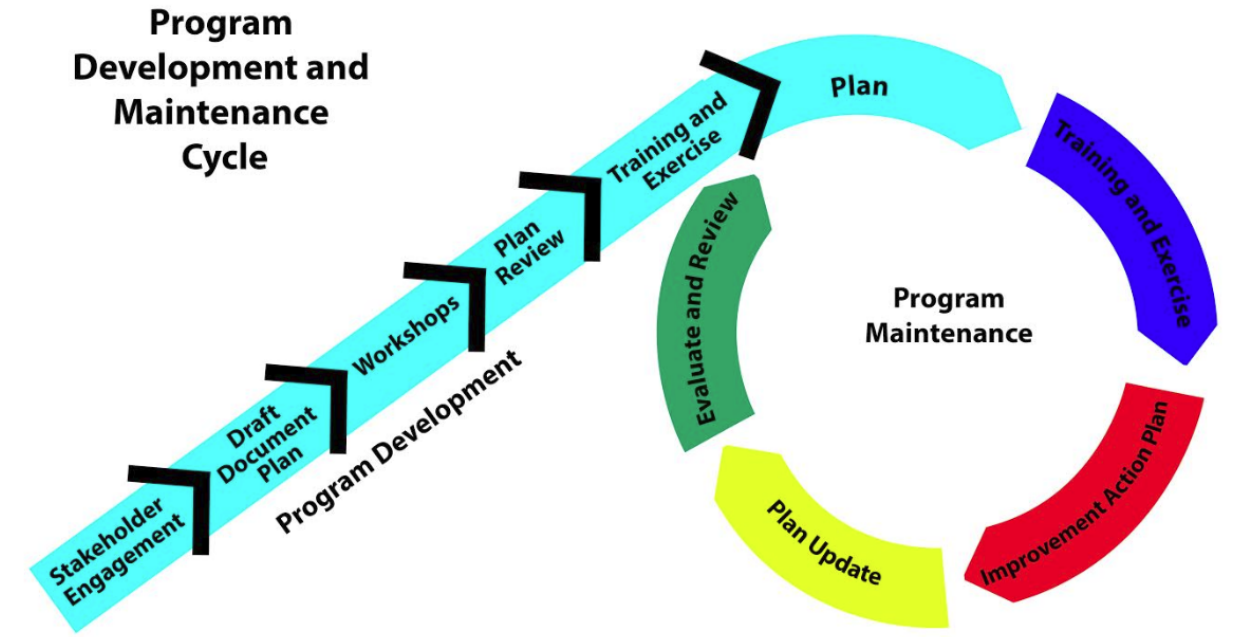
2.4 Demonstrate our equity core value through consistent and active engagement in all aspects of planning.

2.4.3 Equity lens applied to the planning process

Goal 3: Readiness and Response

3.3 Develop and implement a FEMA compliant Homeland Security Exercise Evaluation Program (HSEEP) training and exercise program

APPROACH



1. COOP Plan Development

MCEM meets with COOP program leads and introduces them to the concepts of COOP planning and elements of the plan. COOP program leads will continue to receive instruction on how to develop a COOP plan, including guidance on which elements to include in their plans. Additionally, MCEM has decided to move away from the BOLD Software Solution.

MCEM will create one COOP Base Plan that will contain all of the guidance and policy required of a COOP Plan. Each Department/Division will update a set of Annexes based on their specific COOP needs that they will be responsible for updating and maintaining.
Previous BOLD data sets and modules that housed contact list and facility lists will no longer be required within the plan. This information will be managed and will be available through Workday and Tririga.

Plan Structure

BASE PLAN *(developed and maintained by MCEM)*	ANNEXES *(developed and maintained by each dept./division)*
Introduction	A. Mission Essential Functions
Purpose	B. Continuity Personnel (COOP Team)
Concept of Operations	C. Orders of Succession
COOP Elements (annex descriptions)	D. Delegations of Authority
Roles and Responsibilities	E. Essential Records
Family Preparedness/Disaster Planning	F. Essential Systems and Resources (IT)
Personal Preparedness and Safety	G. Activation/Communications
Planning Process	H. Alternate Facilities
Training and Exercise	I. Go Kits
Plan Maintenance	J. Devolution
Plan Review Process (Metrics)	K. Supporting Documents

2. Plan Updates

COOP program leads will be provided with peer assessments of their plans and their plans will receive a score to determine where their plan sits against other county plans. Program managers with then have an idea of where time and resources could be utilized to improve their plans.

3. Training and Exercises

Once the plan is created, COOP program leads will coordinate with the MCEM Training and Exercise Coordinator to ensure training of staff and and exercising of their plans. Training should ensure people have a basic understanding of how to implement aspects of their plan and should include an after action report to ensure action items are captured to promote continuous improvement for the program.

Multiple training opportunities will be made available to fit a variety of needs.

Training & Exercise Options

Training Options		
Quarterly Training	COOP-specific training or exercise opportunities offered each quarter with varying objectives	Hosted and facilitated by the MCEM
Annual Training and/or Exercise Event	Any training or exercise participation external to the county quarterly opportunities that focuses on COOP	Hosted by external organizations, individual departments/divisions, contractors, etc.
COOP Add-On Training	Adding COOP specific injects/scenarios to already scheduled non-COOP focused training or exercise events for various departments or divisions	Departments/Divisions to coordinate with MCEM Training and Exercise Coordinator
Activation	Actual real world COOP activations	Credit will be given for event activation in COOP is activated. MCEM Training and Exercise Coordinator will assist with tracking

4. Assessment and Reporting

MCEM will assess the COOP program on a yearly basis starting in 2020 to determine the county's readiness to operate its essential functions from an alternate location. This assessment will include a review of:

- Department plans, based on MCEM guidance (scored on a three-point scale).
    - Each COOP plan receives a numeric score for each of the COOP elements:

Score	Description
3	All required information provided
2	Most required information provided, some additional information recommended
1	Minimal required information provided; significant additional information recommended
0	No information provided

    - The scored elements will include each of the elements as detailed in the annex documents

- COOP program training
    - Participation by the COOP Program lead in COOP training. MCEM will provide COOP program leads with a training list from which they can choose. Taking courses towards or maintaining any COOP level certification from FEMA or another outside organization in COOP is encouraged (Such as a certified business continuity planner or professional continuity professional)
    - Training by the COOP Program lead or other party to key personnel in the department on their departmental COOP. This will look at the level of training for key and essential staff within a department in supporting COOP essential functions

- COOP exercise participation
    - MCEM will begin conducting annual COOP exercises to promote information sharing across departments.
    - Departments should hold exercises to support essential functions. Tabletop discussions are important, but events where aspects of the plan are implemented are critical (not all exercises need to be exhausted – Plan a work from home day for office staff or relocate a small portion of your office for a day to see what you might night need if you had to relocate) An actual COOP event will suffice to support the exercise activity,
    - A department that holds its own exercise must submit an after-action summary of the exercise to include a brief statement about the exercise, a list of success, a list of areas of improvement, and a brief plan. These exercises should be coordinated with the MCEM Training and Exercise Coordinator for tracking purposes and for additional support or resources.

- Overall COOP program management (MCEM)
    - Identification of a COOP Lead for the department/divisions
    - Attendance at COOP Program meetings and/or workshops
    - Delegation of a representative to attend meetings when appropriate

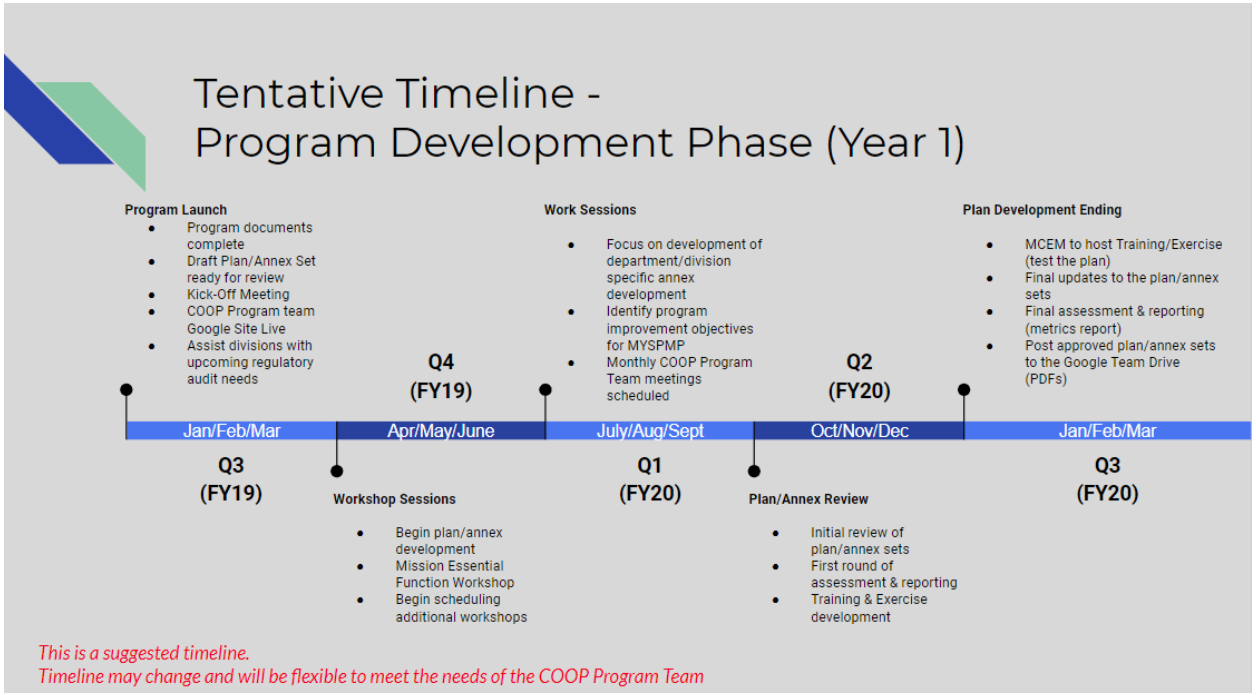
MCEM will conduct the assessment based on activities during the calendar year and will provide information back to Directors.

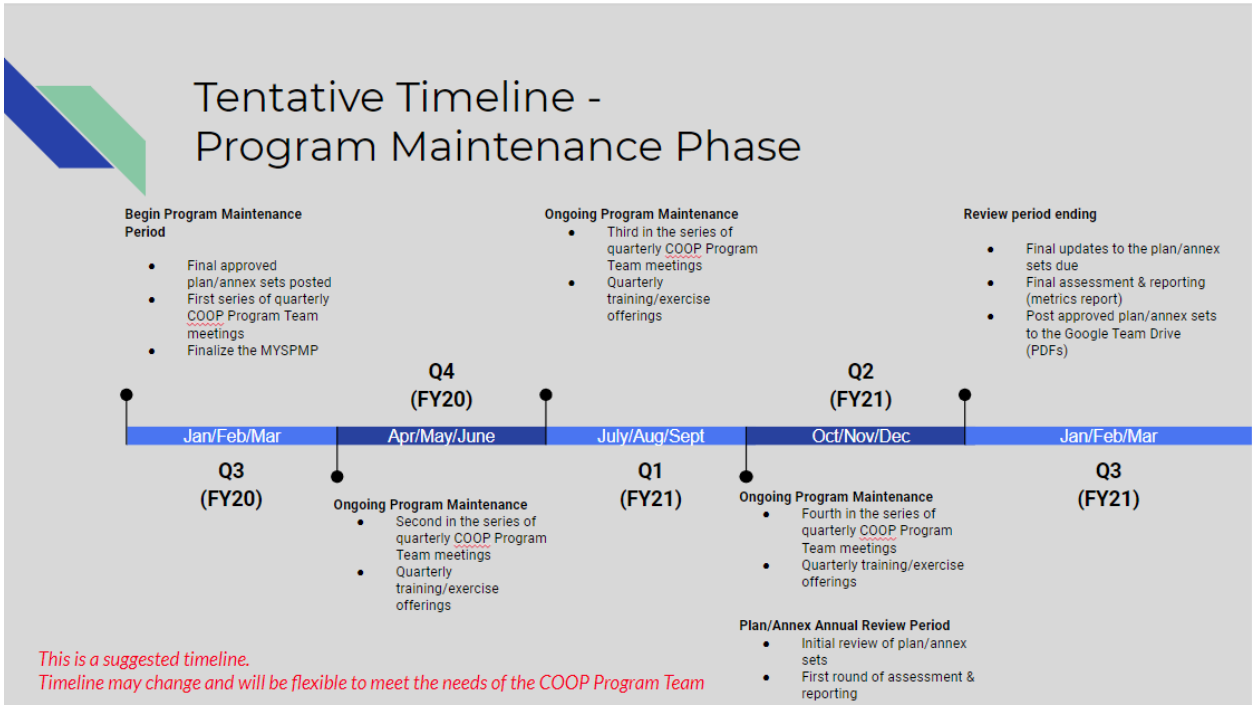
Example of the scoring matrix:

	DCS - Department of Community Services	Director's Office	Business Office	Animal Services	Elections	Land Use Planning	Transportation Bridges	Transportation Roads
Annex Documents	Approvals							
	Mission Essential Functions							
	Continuity Personnel							
	Orders of Succession							
	Delegations of Authority							
	Essential Records							
	Essential Systems and Resources							
	Activation/Communications							
	Alternate Facilities							
	Go Kits							
	Devolution							
	Supporting Documents							
	Program Participation							
	Training and Exercise Participation							
	TOTAL AVERAGE SCORE							

Multnomah County

TIMELINE





PROGRAM TEAM

COOP Program Manager

- Amy Rasmussen, MCEM

COOP Advisory Team (A-Team)

- Mark Dorin, Facilities
- Brad Rummel, IT
- Lauren Kelly, Records
- Robert Quinn, MCEM - Training Coordinator
- Lisa Corbly, MCEM - Planning Division Chief

COOP Leads

COOP Program Manager Roles and Responsibilities

- Manage the overall COOP Program and serve as the primary point of contact
- Support all Advisory Team members and COOP Leads
- Initiate and facilitate all COOP Program meetings and workshops
- Meet regularly with the Advisory Team to develop new strategies and improvement plans for the ongoing maintenance of COOP
- Coordinate with Training and Exercise Coordinator on training, exercising and tracking
- Develop and maintain the COOP Base Plan and the Annex template development
- Manage the Assessment and Reporting Process to ensure COOP compliance
- Manage the Multnomah County Emergency Management (MCEM) COOP Annexes

COOP Advisory Team Roles and Responsibilities

- Provide input and assistance to COOP leads during plan development and maintenance
- Collaborate on the interdependencies between the departments/divisions and the advisory team support functions/areas (i.e. Facilities, IT, Records, and Training)
- Meet regularly with the COOP Program Manager to develop new strategies and improvement plans for the ongoing maintenance of COOP
- Participate in the Assessment and Reporting process
- All of the COOP Leads roles and responsibilities

COOP Leads Roles and Responsibilities

- Be available for COOP Program Meetings and Trainings

- Be an active participant in the COOP development and maintenance process for their department/divisions (Annex development and updates)
- Message the COOP Program and the Assessment and Reporting requirements to their respective departments/divisions
- In-depth understanding of the functions within their department/divisions (including essential functions, job descriptions, and roles and responsibilities)
- Commitment to ensuring delivery of services even during a disaster or interruption of normal operations
- Understanding of or a desire to learn more about the interdepencies within the County
- Ability to relationship build and work cooperatively with multiple groups
- Be the voice for their department regarding COOP concerns, gaps, limits, risks

Time Commitments
(Preliminary, subject to change based on team input)

	Meetings	Workshops	Training	Plan Review
Year 1	Leads: Monthly (1-2 hours max.) A-Team: Twice a month (1-2 hours max)	Mission Essential Function Work Session (6 hours) Annex development workshop (3 hours) Additional annex development workshop (as needed) (3 hours)	Table Top Exercise (4-8 hours)	Review of Plan drafts including comment period - quarterly (1-2 hours per quarter)
Year 2	Leads: Quarterly (2 hours per quarter) A-Team: Monthly or Bi-Monthly (1 hour) in addition to quarterly meetings	TBD	Table Top (4-8 hours) OR Functional Exercise (4 - 8 hours)	Leads: Bi-annual (2 hours) A-Team: Bi-annual review and additional 1-2 hour for Plan Improvement Recommendations and Peer Review Period
Year 3	Leads: Quarterly (2 hours per	Mission Essential Function - Updates Work Session as needed (4-6	Table Top (4-8 hours)	Leads: Bi-annual (2 hours) A-Team:

	quarter) A-Team: Monthly or Bi-Monthly (1 hour) in addition to quarterly meetings	hours) OR COOP Informational Training Session for training new staff, new liaisons, etc.	OR Functional Exercise (4 - 8 hours)	Bi-annual review and additional 1-2 hour for Plan Improvement Recommendations and Peer Review Period