

RESOLUTION NO. 2004- 93

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF
NASSAU COUNTY, FLORIDA ACCEPTING THE NASSAU COUNTY
CONTINUITY OF OPERATIONS (COOP) PLAN DOCUMENT**

WHEREAS, Nassau County was tasked with the responsibility of developing a Continuity of Operations (COOP) Plan for 2004; and

WHEREAS, Nassau County and its incorporated municipalities initiated development of the Continuity of Operations (COOP) Plan, and by entering into a contract with the Florida State Department of Community Affairs Division of Emergency Management and the Northeast Florida Regional Council; and

WHEREAS, the community has completed a Continuity of Operations (COOP) Plan which has been reviewed by the Florida State Division of Emergency Management as meeting the criteria for such plans; and

WHEREAS, the Continuity of Operations (COOP) Plan is intended to provide a strategy to respond to and provide for recovery in the six (6) critical facility agencies of Nassau County: Fire Services, Sheriff's Office, Emergency Management, 911 Communications, Public Works, and Emergency Medical Services in the event of a hazardous event occurring in Nassau County; and

WHEREAS, the Nassau County Department of Emergency Management accepted the Plan to be complete on April 16, 2004.

NOW, THEREFORE, BE IT RESOLVED that the Board of County Commissioners of Nassau County, Florida, this 9th day of June, 2004, hereby:


Accepts the 2004 Nassau County Continuity of Operations
(COOP) Plan Document.

BOARD OF COUNTY COMMISSIONERS
NASSAU COUNTY, FLORIDA



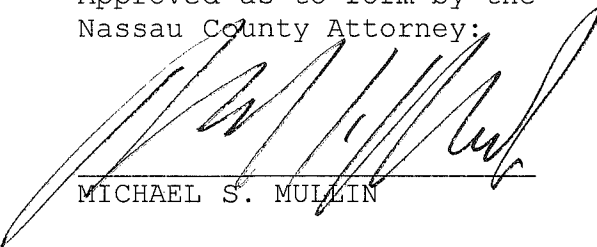
FLOYD L. VANZANT
Its: Chairman

ATTEST:



J. M. "CHIP" OXLEY, JR.
Its: Ex-Officio Clerk

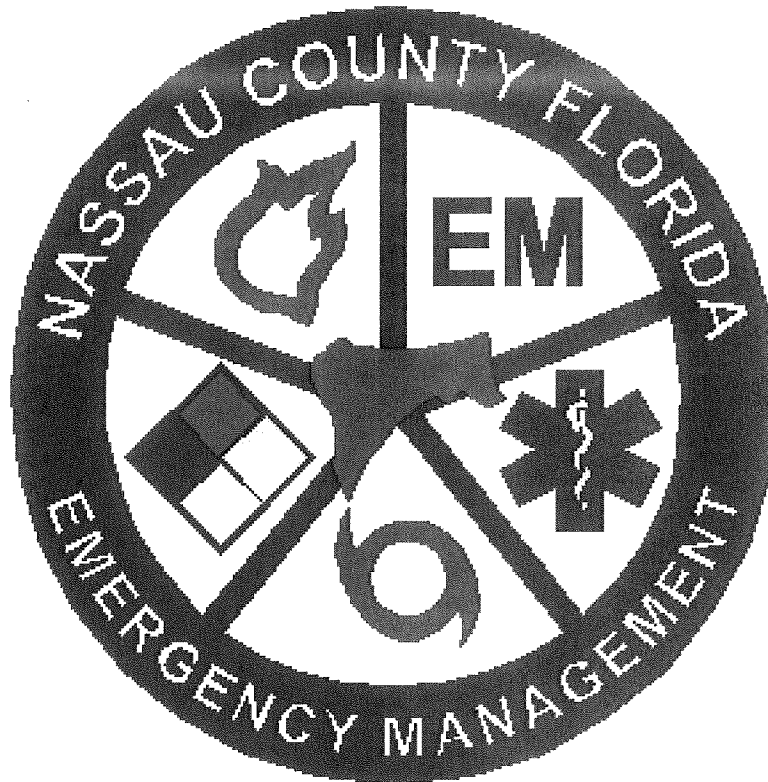
Approved as to form by the
Nassau County Attorney:



MICHAEL S. MULLIN

**NASSAU COUNTY
CONTINUITY OF OPERATIONS PLAN**

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



Prepared By: Northeast Florida Regional Council
April 2004

FOR OFFICIAL USE ONLY

All personnel are reminded that information contained in this document is **FOR OFFICIAL USE ONLY** and is protected by public records exemptions relating to Domestic Security materials. It is to be used only to contact government personnel in response to an emergency situation involving Nassau County public safety agencies. Unauthorized use of this information may constitute an invasion of privacy and a compromise of public safety.

FOREWORD

Nassau County Critical Service Agencies have operations that must be performed, or rapidly and efficiently resumed, in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency on our people, our facilities and our mission.

Nassau County has prepared this Continuity of Operations Plan to ensure that essential operations can be performed during an emergency. This Plan is the foundation upon which COOP policy is built. The COOP Plan is an important resource in providing essential services to our clients during an emergency.

Nassau County

OFFICIAL NOTICE

Some of the information in this Continuity of Operations (COOP) Plan, if made public, could endanger the lives and privacy of associates. In addition, the disclosure of information in this plan could compromise the security of essential equipment, services, and systems of Nassau County Critical Service Agencies, or otherwise impart the CSAs' ability to carry out essential functions. Distribution of the COOP Plan in its entirety is limited to those associates who need to know the information in order to successfully activate and implement the plan.

Portions of this plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under public records exemptions. Any decision to disclose information in this plan outside of a Nassau County CSA or to withhold information in this plan from a non-CSA requester must be coordinated with the Nassau County Attorney.

NASSAU COUNTY CONTINUITY OF OPERATIONS PLAN

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TERMS

BOCC	Board of County Commissioners
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan
CSA	Critical Service Agency
EMD	Emergency Management Director
EOC	Emergency Operations Center
ESF	Emergency Support Function
POC	Point of Contact
RG	Relocation Group

DEFINITIONS

Alternate Facility

The alternate facility to which the Relocation Group moves to continue Mission Essential Functions in the event the agency's primary complex is threatened or incapacitated.

CEMP (Comprehensive Emergency Management Plan)

The Plan addresses the four phases of emergency management (preparedness, response, recovery, mitigation and describes how outside (State and other County) resources will be coordinated to supplement County resources in response to a disaster.

Continuity of Operations

Internal organization efforts to ensure that a viable capability exists to continue mission essential functions across a wide range of potential emergencies through plans and procedures that delineate essential functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; and validate the capability through tests, training, and exercises.

Continuity of Operations Plan

Plan that provides for the continuity of Mission Essential Functions of an organization in the event an emergency prevents occupancy of its primary office building/location.

COOP Point-of-Contact

The designated focal point for actions involving the COOP Plan.

COOP Team

Pre-designated Critical Service Agency principals and staff who will move to an alternate facility to continue Mission Essential Functions in the event the agency's primary complex is threatened or incapacitated.

Critical Customer

The person or group who is receiving a service, or who is considered the beneficiary of a given result or output.

Critical Service Agency

A county agency whose continual functioning is essential to the maintenance of public safety and order during emergencies. Critical Service Agencies include the following, and any combination or variation thereof: Emergency Management, EMS (rescue), Fire, 911 Communications, Public Works and the Sheriff's Office.

Delegations of Authority

A document that officially recognizes when an official, vested with certain powers (authorities), extends that power (authority) to another individual or position within the chain-of-command.

Drive-Away Kits

Kits used to pre-position requisite resources, documents, and other assets. The contents of these kits may contain such items as software, databases, publications, laptop computers, etc.

Interoperable Communications

A communications ability that allows public safety agencies to talk across disciplines and jurisdictions via radio and other communications networks to exchange voice and/or data with one another on demand, in real time, when needed.

Mission Essential Functions

Agency-level functions that are deemed so important to the survival and continuance of the agency that they must continue to be performed during a crisis. Those functions that enable county agencies to provide vital services, exercise civil authority, maintain the safety and well being of the general populace, and sustain the industrial/economic base during an emergency.

Multi-Year Strategy and Program Management Plan

Strategic document prepared to ensure development, operation, maintenance, and funding of a viable COOP capability. Contents should include long-range plan, as well as specific objectives per annum for five years with requisite staffing and program resources to assure completion. A comprehensive TT&E program should also be included.

Order of Succession

A formal policy to ensure a continuity of operations at all times that determines who inherits an office upon the death, resignation, incapacitation or removal of its current occupant.

SWP (State Warning Point)

The SWP is a 24-hour command and control facility that gathers data from State and local government agencies, local emergency operations centers and/or media, and reports to other command and control entities. The SWP serves as a central point of contact for all DEM activities.

Vital Records and Databases

Records and databases, regardless of media, essential to the continued functioning or reconstitution of an organization during and after an emergency.

I: INTRODUCTION

1. Purpose

This Continuity of Operations (COOP) Plan establishes policy and guidance to ensure the execution of the Mission Essential Functions for Nassau County's five critical services in the event that one or all of these services is threatened or incapacitated, and the relocation of selected personnel and functions is required. These five critical services are Emergency Management, Fire/Rescue, Road & Bridge Department, Sheriff's Office and the Sheriff's Office Communications Division (911). Specifically, this plan is designed to:

- a. Ensure that Nassau County is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
- b. Assure that Nassau County is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
- c. Provide a means of information coordination to the EOC to ensure uninterrupted communication with the Governor, all state agencies and other critical parties.
- d. Provide timely direction, control and coordination to the EOC, and other critical customers before, during, and after an event or upon notification of a credible threat.
- e. Establish and enact time-phased implementation procedures to activate various components of the plan to provide sufficient operational capabilities relative to the event or threat thereof.
- f. Facilitate the return of county government to normal operating conditions as soon as practical based on circumstances and the threat environment.
- g. Ensure that this plan is viable and operational and that it remains compatible with Nassau County's Comprehensive Emergency Management Plan (CEMP) and the State of Florida's CEMP.

2. Applicability and Scope

This document is applicable to Nassau County personnel assigned to the five Critical Service Agencies. In accordance with Florida Statutes and the Nassau County Comprehensive Emergency Management Plan (CEMP), during an emergency the Nassau Emergency Management Director (EMD) becomes the coordinating officer of this plan.

Support from other state agencies and local governments as described herein will be coordinated with the responsible offices as applicable.

3. Supersession

This document is a newly created document that is designed to complement the Nassau County CEMP and the Nassau County Terrorism Annex.

4. Authorities & References

This list includes authorities and references that authorize Nassau County and local governments and agencies to assume disaster-related functions and responsibilities.

a. State

Local responsibilities per Chapter 252, Florida Statutes

b. Ordinances and Administrative Rules

1. 9G-6/9G-7, Florida Administrative Code
2. Local Ordinances are under development

c. Florida Statewide Mutual Aid Agreement

The Florida Statewide Mutual Aid Agreement takes precedence over all previous mutual aid agreements between Nassau County and other local governments.

d. Other References

1. ARC – Nassau River Area Chapter, Disaster Preparedness Plan
2. Duval and St. Johns County CEMPs
3. DCA – “The Handbook for Disaster Assistance”
4. Emergency Operations Center, Standard Operations Procedures (EOC-SOP)
5. FEMA Guide for All-Hazard Emergency Operations Planning (SLG-101)
6. Florida National Guard – Operations Plan for Military Support to Civil Authorities
7. Florida CEMP
8. Florida Hazard Mitigation Plan
9. Nassau County Health Department Disaster Plan
10. LMS – “A Guidebook for Florida Cities and Counties”
11. Emergency Declaration Notice
12. Northeast Florida Hurricane Evacuation Study
13. Northeast Florida Strategic Regional Policy Plan
14. Nassau County Approved Vendor List
15. Nassau County ‘Call Lists’ (Located in Emergency Management Office)
16. Nassau County CEMP
17. Nassau County Comprehensive Growth Management Plan
18. Nassau County emergency response agencies’ Standard Operating Procedures (SOPs)

5. Policy

In accordance with the Nassau County CEMP and emergency management principles, Nassau County’s Critical Service Agencies must ensure that they have the ability to perform Mission Essential Functions during and following any emergency that may disrupt normal agency

operations and services for an extended period of time. To achieve that objective, each Critical Service Agency will participate in the creation, implementation and maintenance of the Nassau County COOP, which will provide guidance for their agency. The COOP will describe steps to safeguard human life, protect the organization's assets, manage associated risks, protect successors, and ensure the continued ability to provide mission essential advice and assistance to the EOC.

COOP plans and procedures will be developed, tested and maintained to ensure that the Critical Service Agencies' Mission Essential Functions, operations and services can be reconstituted in an effective and efficient manner to support the citizens of Nassau County, following an emergency situation of a catastrophic nature (either natural or man-made) effecting one or more of Nassau County's Critical Service Agencies.

All of Nassau County's five Critical Service Agencies will be responsible for the planning, programming, and budgeting of the COOP activities within their agencies, in support of the Nassau County COOP.

In accordance with Federal and state guidance and emergency management principles, and by the authorization of the Nassau County Comprehensive Emergency Management Plan, a viable COOP capability:

- Must be maintained at a high-level of readiness;
- Must be capable of implementation both with and without warning;
- Must be operational no later than 12 hours after COOP activation;
- Must maintain sustained operations for up to 30 days; and,
- Should take maximum advantage of existing county and local government infrastructures.

6. Vulnerability Assessment

The seat of government in Nassau County, Fernandina Beach, Florida, is vulnerable to many hazards. Nassau County Emergency Management prepared a Hazard Analysis identifying possible hazards impacting Critical Service Agencies in Fernandina Beach, and other area locations, and assigns values to the potential for harm. The analysis is based on three factors for each hazard: Probability, Frequency and Severity. The Risk Factor is determined by rating each of these factors on a scale with one (1) being the lowest and five (5) the highest. Vulnerability is assessed by rating the Potential Damage using three standards: Human (personnel and visitors), Property (facility, equipment, systems, vital records, furniture, etc.) and Business (ability to continue critical services). The scale ranges from one (1) Low, to five (5) Catastrophic. Finally, the Total Vulnerability is determined by expressing the Risk Factor with the Potential Damage. Since less severe hazards happen more frequently and less probable events are more catastrophic, it is necessary to conduct planning that addresses the full spectrum of events.

Following is Nassau County's Hazard Analysis:

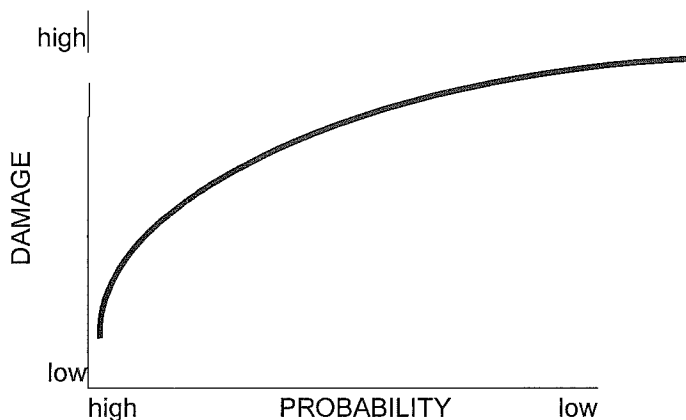
HAZARD ANALYSIS

Hazard	Probability	Frequency	Severity	Risk Factor	Human	Property	Business	Potential Damage	Total Vulnerability
	(P/F)*S=RF				H+P+B=PD			RF/PD = V	
Severe Weather	5	4	2	2.50	1	2	1	4.00	63%
Tropical Storm	4	3	2	2.67	2	2	2	6.00	44%
Cyber Attack/Virus	3	3	3	3.00	1	3	3	7.00	43%
Building Fire	3	2	2	3.00	2	4	3	9.00	33%
Hurricane - Minor	3	3	4	4.00	2	4	4	10.00	40%
Tornado	4	3	3	4.00	2	3	3	8.00	50%
Workplace Violence	2	2	2	2.00	2	1	3	6.00	33%
Health Hazard/Disease	3	2	3	4.50	3	1	4	8.00	56%
Building System Failure	3	2	3	4.50	1	3	2	6.00	75%
Flooding	3	2	3	4.50	1	3	4	8.00	56%
Hazmat Release	2	1	3	6.00	3	3	4	10.00	60%
Bomb Threat	2	1	1	2.00	1	1	2	4.00	50%
Terrorist Threat	2	1	1	2.00	1	1	2	4.00	50%
Hurricane - Major	1	1	5	5.00	3	5	4	12.00	42%
Explosion	1	1	5	5.00	5	5	5	15.00	33%
Terrorist Event - WMD	1	1	5	5.00	5	5	5	15.00	33%
Aircraft Accident	1	1	5	5.00	3	4	3	10.00	50%
Civil Disturbance	1	1	5	5.00	2	2	5	9.00	56%
Nuclear Attack	1	1	5	5.00	5	5	5	15.00	33%

SCALE	
Low	1
Below Average	2
Average	3
Above Average	4
High	5

SCALE	
Low	1
Average	2
High	3
Extensive	4
Catastrophic	5

NASSAU COUNTY



II: CONCEPT OF OPERATIONS

1. Objectives

The objective of this COOP Plan is to ensure that a viable capability exists to continue critical service functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible. This COOP will ensure that the mission of the agency and its capacity to serve as a foundation for the continued survival of the agency's leadership will not be diminished. The objectives of the plan include:

- a. Ensuring the continuous performance of a critical service's essential functions/operations during an emergency;
- b. Ensuring the safety and accountability of personnel and visitors to the agency's facility;
- b. Protecting essential facilities, equipment, records, and other assets;
- c. Reducing or mitigating disruptions to operations;
- d. Reducing loss of life, minimizing damage and losses;
- e. Providing for a time-phased implementation of partial or full execution of the Plan to mitigate the effects of the emergency and shorten the crisis response time;
- f. Identifying and designating principals and support staff to be relocated;
- g. Facilitating decision-making for execution of the Plan and the subsequent conduct of operations; and,
- h. Achieving a timely and orderly recovery from the emergency and resumption of full service to all customers.
- i. Ensuring that this Plan is viable and operational, and that it remains compatible with Nassau County's Comprehensive Emergency Management Plan (CEMP) and the State of Florida's CEMP.

2. Planning Assumptions

The following assumptions were used as a basis of design for the Plan's concept of operations and implementation procedures:

- a. An emergency condition may require the immediate activation of COOP Teams from each Critical Service Agency (CSA) that would consist of the relocation of select personnel to the designated alternate facility.

- b. If the alternate location for the CSA needs to be changed based on the incident or threat thereof, risk assessments, and execution timeframe, this new location will be determined by the director of each CSA, in coordination with the Nassau County Emergency Management Director (EMD), at the time of activation.
- c. The alternate facility must be operational within 12 hours of COOP activation and must sustain operations, with resource support, for up to 30 days.
- d. Each CSA must be prepared to carry out essential functions in an environment that is threatened, diminished or incapacitated.
- e. Local government shall be returned to normal operating conditions as soon as practical, based on circumstances and the threat environment.
- f. Mutual aid from regional, state, and federal resources may not be available to the county within the first 72 hours if they are also impacted by the COOP event.
- g. Following the declaration of an emergency or crisis requiring relocation, non-essential ongoing routine activities in the headquarters' facility of each Critical Service Agency may be discontinued.

3. COOP Execution

a. Emergency Scenarios

Emergencies, or potential emergencies, may affect the ability of one or all of Nassau County's critical services to perform their Mission Essential Functions from their main base of operations. The following are scenarios that could mandate the activation of the Nassau County COOP Plan:

- i. One or all of the critical service complexes are closed to normal business activities as a result of an event (whether or not originating in the complex) or credible threats of action that would preclude access or use of the complex and the surrounding area.
- ii. The Fernandina Beach, Florida area is closed to normal business activities as a result of widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attack(s) or credible threats of action.

b. Warning Conditions

Such incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the Nassau County COOP, will be executed in response to a full-range of disasters and emergencies, to include natural disasters, terrorists threats and incidents, and technological disruptions and failures. This COOP execution will occur in coordination with the authorities, plans, and procedures delineated in the Nassau County Comprehensive Emergency Management Plan.

It is expected that, in most cases, Nassau County will receive a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the Nassau County COOP Plan with a complete and orderly alert, individual notification of all personnel, at all Critical Service Agencies. This will be followed by the subsequent deployment to an assembly site or pre-identified alternate facility.

Without warning, the process becomes less routine, and potentially more serious and difficult. The ability to execute the Nassau County COOP Plan following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the physical facilities, and whether critical service personnel are present in the critical service complex or in the surrounding area.

c. COOP Team

A COOP Team for each Critical Service Agency will be identified to serve as a relocation team for a COOP activation or potential thereof. COOP Team members will conduct operations while in transit from mobile command vehicles, or operate remotely from an assembly site in the Nassau County vicinity or relocate temporarily to the alternate facility. The COOP Team will be responsible for continue Mission Essential Functions of the critical service pending regaining access to the critical service complex or the occupation of an alternate facility, determined by the situational circumstances.

d. Determination of Evacuation or Activation

The EMD, in consultation with the directors of the affected CSAs, will determine whether the situation dictates a simple temporary evacuation of a CSA's primary building or whether it is necessary to activate the Nassau County COOP for an affected CSA, or all CSAs, and relocate to the alternate facility.

Please refer to the sections of this document titled "*Phase I – Activation of COOP Plan*," "*Phase II – Alternate Operations*" and "*Phase III – Reconstitution*" for specific procedures regarding the execution of the Nassau County COOP.

4. Time-Phased Implementation

a. General

The purpose of a Time-Phased Implementation is to maximize the preservation of life and property in the event of any natural or man-made disaster or threat thereof, by making the best use of available personnel, equipment, facilities, and other resources.

The Plan is designed to provide a flexible response in an all-hazards environment.

The degree to which this Plan is implemented depends on the type and magnitude of the event or threat.

The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty at the critical service complex or off-duty at home or elsewhere, and possibly, the extent of damage to the critical service complex and its occupants.

b. Transfer of Responsibility

If a CSA is operational at partial activation or full activation prior to the situation or event requiring the execution of that agency's section of the COOP without warning, the Mission Essential Functions will be transferred to an alternate support agency until Mission Essential Functions can be resumed at the assembly site or alternate facility. Direction and control will remain with the director of each CSA.

If a CSA was not operational, but the event causing the activation of the COOP requires the immediate establishment of a full or partial activation response, the CSA will be activated and will temporarily assign responsibility for Mission Essential Functions to an alternate support agency until the COOP Team can assume operations in transit, at an assembly site, or a pre-identified alternate facility. Direction and control will remain with the director of each CSA

c. Additional COOP Team Personnel

Activation of the COOP Team may require activation of additional Nassau County emergency response personnel to ensure the continuous performance of Mission Essential Functions. A COOP Team roster will be maintained in coordination with the Nassau County Emergency Management Department and each Critical Service Agency for a COOP event.

d. Disaster Magnitude Classification

The Disaster Magnitude Classification definitions will be used to determine the execution level of Nassau County COOP. These levels of disaster are defined as:

- a. Minor Disaster. Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for State or federal assistance.
- b. Major Disaster. Any disaster likely to exceed local capabilities and require a broad range of State and federal assistance. The federal Emergency Management Agency (FEMA) will be notified and potential federal assistance will be predominantly recovery-oriented.
- c. Catastrophic Disaster. Any disaster requiring massive State and federal assistance, including immediate military involvement. Federal assistance will involve response as well as recovery needs.

5. Key Staff - COOP Team

Personnel from each CSA who are relocated under this plan to an alternate facility are known collectively as a COOP Team. The COOP Team must be able to continue operations and the performance of Mission Essential Functions for up to 30 days with resource support.

Since alternate facility space and support capabilities will be limited, the membership of each agency's COOP Team must be restricted to only those personnel who possess the skills and experience needed for the execution of Mission Essential Functions.

CSA personnel who are not designated as COOP Team members may be directed to move to some other county facility or duty station, or may be advised to remain at or return home pending further instructions.

See each Critical Service Agency's Appendix for COOP Team composition.

6. Key Staff - COOP Points-of-Contact (POC)

COOP Points-of-Contact (POC) shall be maintained by each Critical Service Agency. COOP POCs will provide instructions and guidance on operations and the location of alternate facilities to agency personnel in the event of a COOP emergency.

Agency COOP POCs will be in constant contact with the EOC, EMD and their respective CSA director in order to receive and disseminate accurate and timely information to agency personnel during a COOP emergency.

COOP POCs for each Critical Service Area are listed in each agency's Appendix.

7. Alternate Facilities

The determination to relocate to a pre-determined alternate facility for each Critical Service Agency's personnel will be made at the time of activation by the agency's director, and will be based on the incident or threat thereof, risk assessments, and execution timeframe

The alternate facilities in the database will be evaluated on existing capabilities and the capacity to perform the Mission Essential Functions. Assessment areas include construction specifications, space, billeting, site transportation and parking, interoperable communications, security, life support, and logistical support. The facility must be able to sustain operations within 12 hours of activation and for up to 30 days and ensure sufficient staff and equipment to accommodate the relocating personnel. The facility must also afford sufficient security for operations and staff.

The alternate facility will be a pre-determined, designated fixed site or a leased facility. If the critical service's complex is inaccessible and no threat exists in the Nassau County vicinity, the primary in-town alternate facility option for each critical service is listed in each CSA's Appendix.

If the CSAs' complexes are inaccessible and no additional danger exists in the vicinity, the directors of each of the Critical Service Agencies may decide that ongoing non-essential activities that would normally occur at their agency's main facility will be terminated in order to provide additional personnel to continue Mission Essential Functions.

Please refer to each Critical Service Agency's Appendix for a list of alternate facilities.

8. Mission Essential Functions

It is important to establish priorities prior to an emergency to ensure that the relocated staff can complete the Critical Service Agency's Mission Essential Functions. All Critical Service Agency heads shall ensure that their essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed essential must be deferred until additional personnel and resources become available.

See each Critical Service Agency's Appendix for a detailed listing of each agency's Mission Essential Functions.

9. Delineation of Mission Essential Functions

If any of Nassau County's CSAs cannot implement the provisions of the COOP, that agency's functions will revert to the Board of County Commissioners (BOCC), who will then determine which county agency or other organization will perform that agency's critical functions for Nassau County. The following delineation structure is provided for guidance to the County Administration staff to support the Board of County Commissioners or County Administrator's decision-making process in the event that this catastrophic scenario arises.

- a. If any of Nassau County's CSAs cannot implement the provisions of the COOP for their agency, the Nassau County BOCC will assume responsibility for ensuring the continuous performance of that agency's Mission Essential Functions.
- b. If for any reason the Nassau County BOCC cannot assume or maintain responsibility for the execution of any section of the Nassau County COOP Plan and continuous performance of Mission Essential Functions, the State of Florida will be asked to assume responsibility for Nassau County CSA Mission Essential Functions.
- c. If any of the previous circumstances are existent, the Nassau County BOCC, with support from other County and State agencies, is expected to be able to assume temporary leadership of emergency management functions from its offices until reconstitution is accomplished.

10. Warning Conditions

a. With Warning

It is expected that, in most cases, Nassau County will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of this Plan with a complete and orderly alert, notification, and deployment to the assembly site or alternate facility.

b. Without Warning

The ability to execute this Plan following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel that survive. If activation

of any section of the COOP by a CSA is not feasible because of the loss of personnel, temporary leadership of each agency will be identified in that agency's delegations of authority and order of succession.

- i. Non-Duty Hours. Although it is possible that some CSA facilities may be rendered inoperable, it is likely that the majority of CSA staff could be alerted by the Nassau County Emergency Management Department and activated to support operations for the duration of the emergency.
- ii. Duty Hours. If possible, this Plan will be activated and available members of the COOP Teams will be deployed as directed by the EMD, CSAs and the authority and policies of the Nassau County CEMP, to support operations for the duration of the emergency.

11. Direction and Control

a. Orders of Succession

Orders of succession shall be maintained by all CSAs to ensure continuity of Mission Essential Functions. Successions should be provided to a minimum depth of three at any point where policy and directional functions are carried out, such as for the director of a CSA. Geographical dispersion is encouraged, consistent with the principle of providing succession to office in emergencies of all types.

Orders of succession may be commenced when the director of a CSA is unable to perform his or her essential duties. If time or geographical limitations prevent the next in line successor from performing the duty, the order of succession will defer to the next highest-ranking successor available, until such time as the higher designated successor becomes available. Delegation of command authority is immediate and will last indefinitely during the activation of the COOP.

b. Notification of Succession

Notification to the assigned successor and affected personnel will be made in a timely manner. Notification of the succession will include the following information:

- (i) Name, job title, and location/telephone number of the individual assigned to the acting or temporary position in absence of the incumbent.
- (ii) Date(s) and time(s) of the assignment (if the information is not completely available at the time of assignment, an estimate of the pertinent information will be provided).
- (iii) Any special limitation(s) imposed on the acting or temporary authority of the assigned individual.

In all instances involving command succession, staff at the primary or headquarters facility and the appropriate communications center will be notified.

In the event that the line of succession for a CSA has been revised, the new line of succession will be distributed, as necessary, to the agency's personnel. A change in the official positions or job titles within the line of succession constitutes a revision, not a change in personnel.

Authorized orders of succession for each agency are listed in the Appendix for each Critical Service Agency.

c. Delegations of Authority

Each Critical Service Agency shall pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who will have the authority, and under what circumstances.

Delegations of authority are extracted and included in each Critical Service Agency's Appendix.

d. Direction and Control of COOP Plans

The Nassau County EMD may order activation of the Nassau County COOP Plan. Each CSA's participation in the COOP plan may be activated by each agency's director.

12. Operational Hours

During COOP contingencies, each CSA will determine the hours of work for key staff carrying out Mission Essential Functions. Members of the COOP Team may be required to support a 24-hours per day, 7-day a week operational capability at the alternate facility.

13. Alert and Notification

If the situation allows for warning, staff may be alerted prior to a notification of a COOP activation. Information and guidance for Nassau County employees will normally be passed telephonically, including direct voice and pager contact, using existing emergency notification procedures or by radio.

Most employees, unless otherwise identified, should listen for specific instructions. All CSA employees should remain at their office or home until specific guidance is received.

Some employees, previously identified as members of the COOP Team, should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site (if applicable) and the designated alternate facility location.

Upon activation of the COOP, the County EOC will notify the State Warning Point (SWP) of the decision to relocate specific CSAs and the anticipated time of arrival at the alternate facility.

Please refer to the section of this document entitled "Phase I – Activation" for specific details on alert and notification procedures during COOP implementation.

III: RESPONSIBILITIES & PROCEDURES

1. Emergency Management Director (EMD) Responsibilities

The Nassau County Emergency Management Director (EMD), acting under the authority of county ordinances, will be the Coordinating Officer for the development, implementation and maintenance of the Nassau County COOP.

This duty will entail:

- a. Serving as the Nassau County COOP Working Group Team Leader for development of the COOP Plan.
- b. Providing advice and assistance to Critical Service Agency directors and staff in developing agency Implementation Plans to ensure coordination with the Nassau County COOP Plan.
- c. Directing the development, conduct and evaluation of COOP training, testing and exercises for Nassau County.
- d. Accepting responsibilities as designated by the County Administrator and/or Board of County Commissioners.
- e. Coordinating and monitoring the implementation of the Nassau County COOP.
- f. Providing advice and assistance to other agencies, critical parties and customers during a COOP emergency.

2. Critical Service Agency (CSA) Director Responsibilities

The Director of each Critical Service Agency (CSA) will:

- a. Ensure that each Critical Service Agency appoints a COOP Point-of-Contact (POC) for coordination and implementation of the Nassau County COOP Plan. These POCs will be members of a Nassau County COOP Working Group chaired by the Emergency Management Director. COOP POCs will serve as their agency's employee Point-of-Contact during a COOP situation.
- b. Develop additional COOP Implementation Plans that support the Nassau County COOP Plan and address the unique aspects of their respective requirements, plans, or procedures.
- c. Develop provisions for the Operational Security of the agency's COOP program and documentation.
- d. Ensure that each CSA will:

- i. Identify Mission Essential Functions and update as necessary.
 - ii. Establish an order of succession to positions of leadership within the organization.
 - iii. Pre-delegate authorities for making policy determinations.
 - iv. Maintain current personnel emergency alert and notification and activation rosters.
 - v. Prepare backup copies or updates both paper and electronic of vital records and databases.
 - vi. Designate personnel responsible for compiling and maintaining an office drive-away kit, if deemed necessary.
 - vii. To the extent possible, pre-position drive-away kits and other essential items at the alternate facility.
- e. Conduct periodic tests of the office telephone notification cascade.
 - f. Conduct periodic coordination visits to the alternate facility.
 - g. Ensure provisions for the completion of time and attendance (T&A) functions.
 - h. Make appropriate support arrangements to facilitate COOP operations, to include billeting for 24-hours/seven days a week operations.
 - i. Provide guidance for the annual updating of Standard Operating Procedures (SOPs).
 - j. Participate in the development and maintenance of a comprehensive Tests, Training and Exercises (TT&E) program for the Nassau County COOP Plan.
 - k. Develop and implement a Multi-Year Strategy and Program Management Plan.
 - l. Address the pay status, administrative leave and layoff policies of employees and emergency personnel during a COOP situation.
 - m. Address the medical, special needs and travel issues of employees and emergency personnel during a COOP situation.

3. COOP Team Responsibilities

Each COOP Team will maintain communications with the Nassau County EOC, EMD and respective agency directors and relocate to and assist with the preparation of a pre-identified alternate facility within 12 hours after the activation of the COOP. The COOP Team for each CSA will deploy to the alternate facility and transition management of the Mission Essential Functions to the facility within 12 hours and for up to 30 days. When each CSA's complex is restored or a new office building is identified and available, the COOP Team will transition management of Mission Essential Functions from the alternate facility to the primary facility.

4. Alternate Facility Manager Responsibilities

Each CSA has pre-identified alternate facilities capable of supporting COOP operations and has made appropriate arrangements with the facilities' management to ensure the availability and readiness when a Nassau County COOP activation is exercised. The facility managers through MOUs with other appropriate will provide basic support to Nassau County CSAs during COOP events, including exercises. Specific responsibilities for each facility are contained in the requisite MOU.

General responsibilities for alternate facility managers include:

- a. Prepare Site-Support Procedures in support of the Nassau County COOP Plan to ensure the smooth transition of CSA Mission Essential Functions, personnel, equipment, and vital records from the CSA's primary facility to the alternate facility.
- b. Identify those alternate facility Mission Essential Functions that can be deferred or terminated in the event the Nassau County COOP Plan is implemented.
- c. Provide for the proper storage of backup copies of vital records and databases, and other pre-positioned resources and assets.
- d. Designate personnel responsible to assist the arriving COOP Team, if applicable.
- e. Maintain a current roster of designated COOP site-support staff personnel.
- f. Support periodic coordination visits and annual exercises by the Nassau County CSAs.
- g. Keep the COOP POCs informed of any site vulnerabilities or changes in site resources that may impact the effective execution of the Nassau County COOP Plan.
- h. In conjunction with the CSA, support the orderly transition of all functions, personnel, equipment and records from the alternate facility to a new or restored CSA primary facility.

5. Personnel Coordination

a. Essential, Nonessential and Additional Personnel

Only personnel who are needed for the continuous execution of Mission Essential Functions will be included on individual COOP Team rosters.

Following activation and deployment of a COOP Team, an agency may request additional personnel as augmentees at the alternate facility, if space is available. All requests for augmentation to a COOP Team must be coordinated through the Nassau County EMD and the director of each CSA.

During COOP operations, personnel not activated as members of a COOP Team or as augmentees, will be provided information on their status by calling their agency POC. The Planning Section/Public Information Officer will be responsible for providing information to disseminate.

b. Miscellaneous Considerations

All personnel considerations must address the health, safety and emotional well being of all employees and their families during COOP activities.

All CSAs should include measures in their planning for COOP activities that address pay status, administrative leave and layoffs during emergency situations.

6. Vital Records and Databases

a. General

The vital records and databases for emergency management agencies in Nassau County will be identified based on consideration of Mission Essential Functions for each CSA.

One of the Nassau County COOP's objectives is to ensure the protection of vital records, regardless of media type, that are needed to support essential functions under all emergency conditions.

b. Categories

Categories of these types of vital records and databases include:

- (i) Emergency Operating Records. Vital records, regardless of media, essential to the continued functioning or reconstitution of an organization during and after an emergency. Included are emergency plans and directives; orders of succession; delegations of authority; staffing assignments; and related records of a policy or procedural nature that provide agency staff with guidance and information resources necessary for conducting operations during any emergency, and for resuming formal operations at its conclusion.
- (ii) Legal and Financial Rights Records. Vital records, regardless of media, critical to carrying out an organization's essential legal and financial functions and

activities, and protecting the legal and financial rights of individuals directly affected by its activities. Included are records having such value that their loss would significantly impair the conduct of essential agency functions, to the detriment of the legal or financial rights or entitlements of the organization or the affected individuals. Examples of this category of vital records are accounts receivable; contracting acquisition files; official personnel files; Social Security, payroll, retirement, and insurance records; and property management and inventory records.

c. Types of Records

The types of records and information pertinent to a response include, but are not limited to:

- Telephone directories or listings,
- Microfiche records,
- Documents stating legal and regulatory authorities,
- Letters and memoranda,
- Memorandum of Understanding, Memorandum of Agreements,
- Working documents,
- Forms,
- Electronic data,
- Portable hardware to use electronic data.

d. Protection of Records and Databases

Each CSA will protect vital records and databases to support the performance of Nassau County's Mission Essential Functions, under any emergency or potential emergency. Each CSA shall create a maintenance program to ensure that vital records and databases are stored at an alternate facility, or in off-site storage, and are accurate, current and frequently updated.

Each CSA's Disaster Recovery Plan shall be capable of supporting COOP activities in accordance with Florida Statutes, Chapter 282: *Communications and Data Processing*.

The Nassau County Records Management Office provides overall guidance and oversight for the protection of vital records to support the performance of Nassau County's Mission Essential Functions, under any emergency or potential emergency.

A list of vital records and databases is included in each Nassau County CSA's Appendix entry.

7. Pre-positioned Resources

Without appropriate planning, essential data maintained at the main base of operation of the CSA may not be available to deployed personnel. Divisions, Sections and Offices will ensure that databases and other references supporting their CSA's Mission Essential Functions are pre-positioned at the alternate facility or other off-site location, carried with deploying personnel, or are made available through an automated data backup process. In addition, each Division, Section and Office will ensure that any special resource request will be either pre-positioned at

the alternate facility or other off-site location, or carried with deploying personnel to the alternate facility. Procedures and checklists for pre-positioning resources should be included in the Division/Section/Office COOP Implementation Plans.

8. Drive-Away Kits

Directors of each CSA are responsible for providing guidance to their personnel on the requirement for and the contents of these kits, which may contain such items as software, databases, publications, laptop computers, etc. The contents and pre-positioning of the drive-away kits should be included in the agency's COOP Implementation Plans through specific procedures and checklists.

It is strongly encouraged that essential items and data be pre-positioned at alternate facility or other off-site location instead of being carried in a drive-away kit because employees may be at home when the order to deploy is received and access to the drive-away kits may be difficult or impossible.

9. Interoperable Communications, Telecommunications and Information Systems Support

The success of COOP operations at an alternate facility is absolutely dependent upon the availability and redundancy of critical communications systems to support connectivity to organizations, other agencies, critical customers, and the public. The entire spectrum of communications media should be utilized to ensure availability of communications in an emergency situation. The interoperable communications at the alternate facility should provide: capability commensurate with Nassau County's Mission Essential Functions; the ability to communicate with COOP incident command management, and other organizational components; and access to other data and systems necessary to conduct Mission Essential Functions.

In general, telecommunications capabilities exist on a limited basis at each alternate facility. It is imperative that CSAs ensure that unique or critical information system requirements are considered in planning and, if appropriate, are identified as capabilities to be provided by support organizations at the alternate facility. All telecommunications and information support requirements should be detailed in individual agency COOP Implementation Plans and be fully coordinated with the Emergency Management Director. All CSAs shall maintain all necessary and up-to-date files, documents, computer software, and databases required to carry out Mission Essential Functions. All CSAs shall make provisions for ensuring the cyber security of data and networks.

Interoperable communications requirements can be found in each Critical Service Agency's Appendix.

10. Transportation, Billeting, and Dining

The CSAs will disseminate information related to local travel and temporary duty station when the Nassau County COOP Plan is activated. General information about transportation, billeting, and dining is provided in the following subparagraphs.

a. Transportation

To the extent possible, Nassau County personnel are encouraged to use their privately owned vehicles to commute to an assembly site or alternate facility.

b. Billeting

On-site billets may be available at no cost for relocated employees at some alternate facilities, and those who are unable to commute from home or may be required to work extended hours are given priority. Reasonable accommodations may also be available through vendor agreements with local hotels.

c. Dining

(i) Small on-site kitchen/dining facilities may be available at the alternate facilities that may include refrigeration, microwave, ice and other kitchen amenities.

(ii) Restaurants, school cafeterias, and volunteer organizations such as the American Red Cross and the Salvation Army may also be available to provide meals to staff.

11. Security and Access Controls

Each CSA will ensure their COOP Plan and their building evacuation plans for the primary facility are complementary and coordinated if a COOP activation is required. Each Division/Section/Office head is responsible for the protection of personnel and vital records and databases before, during, and after COOP operations. The physical security of the primary facility during COOP activation and operations should be ensured.

Access controls to the alternate facility will be restricted to the essential personnel of the CSA, essential staff from other county agencies and other critical customers. If additional security and access controls are required beyond the afforded protection at the alternate facility, the CSA will coordinate with the alternate facility manager prior to COOP operations.

Each CSA shall develop and maintain provisions for ensuring the Operational Security of the agency's COOP program and documentation.

12. Personal Preparedness

General information about transportation, billeting, and dining is provided in the following subparagraphs:

- a. Personal Items. In addition to “official” items carried in the drive-away kits, each employee requiring billeting at the alternate facility should consider bringing appropriate personal items and changes of clothing. In addition, employees should relocate with identification badges, if applicable.
- b. Clothing. Casual dress/uniforms is generally appropriate while at the alternate facility.
- c. Medical Support
 - (i) The CSA head is responsible for making available limited medical information and/or treatment for employees.
 - (ii) Deploying personnel should bring with them an adequate supply of medicines, hearing-aid batteries, and eyeglasses.
 - (iii) Contact the CSA head or COOP coordinator for special arrangements such as refrigeration of pharmaceutical and medical supplies.
 - (iv) Deploying personnel are encouraged to bring health insurance cards.

13. Site-Support Procedures

Each CSA head, in joint cooperation with the alternate facility manager, is responsible for developing Nassau County COOP Site-Support Procedures that identify the requirements for receiving and supporting and relocating personnel. The site-support procedures should ensure sustained operations with 12 hours of COOP activation and for up to 30 days with resource support.

The alternate facility Site-Support Procedures will describe in detail the procedures for providing, as a minimum: facility access and control, in-processing, office and billet (if required) assignments, physical security, administrative support and supplies, transportation (off site and on), medical services, communications support, and information systems support.

14. Tests, Training and Exercises

To ensure that all personnel are familiar with and prepared for COOP operations, the following events should be conducted:

Training and orientation sessions that create awareness of COOP processes and enhances the skills of CSA personnel.

- a. Quarterly testing of the Nassau County Emergency Management alert and notification process.
- b. Annual training that ensures that key leadership personnel in the CSAs are prepared to perform their duties during a COOP emergency situation.
- c. Annual training for the staff included in COOP Teams on their respective COOP responsibilities, including refresher orientation on deployment and arrival at an alternate facility.
- d. Annual testing and exercising of the Nassau County COOP to ensure the ability to perform Mission Essential Functions and operations from the in-town alternate facility and any out-of-town options. This should include periodic exercises of operational plans, alternate facilities and interoperable communications.

Nassau County Emergency Management, in cooperation with each CSA, shall establish a remedial action plan/process that incorporates lessons from the TT&E program.

15. Program Management Plan

Organizations should prepare and employ a strategic and multi-year planning process for the county's COOP program that includes anticipated funding requirements. The program management plan should define vision, mission, goals, and objectives of the COOP program.

The program management plan should identify a current inventory of internal/external resources, resource capability shortfalls and steps necessary to overcome them, and operation and maintenance costs. The program's costs should be calculated for both program dollars and labor.

Any agency specific management and policy issues such as resource requirements, internal policies and guidance, management responsibilities, internal coordination, and applicable mutual aid agreements should also be addressed.

Agencies should, at a minimum:

- a. Prepare strategic, long-range plan to ensure consistent and constant development towards full operational capability;
- b. Establish a coordinate program management process to ensure maintenance, operation, and funding for a viable COOP capability;
- c. Update plan as necessary.

ANNEX: COOP PLAN EXECUTION PROCEDURES

In general, the following annexes will be followed in the execution of the Nassau County Continuity of Operations (COOP) Plan. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off-duty at home or elsewhere, and possibly, the extent of damage to the Critical Service Agency's (CSA) primary facility and its occupants. This plan is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this plan is implemented depends on the type and magnitude of the event(s) or threat(s) thereof.

PHASE I – ACTIVATION (0-12 HOURS)

In general, the following procedures will be followed in the execution of the Nassau County COOP Plan. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off-duty at home or elsewhere, and possibly, the extent of damage to the CSA's primary facility and its occupants. This plan is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this plan is implemented depends on the type and magnitude of the event(s) or threat(s) thereof.

1. Alert and Notification Procedures

- a. Nassau County's notification process is intended to allow the smooth transition to alternate operations and to continue the execution of Mission Essential Functions across a wide range of potential emergencies. Notification may be in the form of:
 - (1) A COOP alert to essential and non-essential Nassau County employees that relocation is imminent.
 - (2) An announcement of a Nassau County COOP Plan activation that directs personnel to report to an assembly site or the alternate facility, and provides instructions for Nassau County senior managers for time of movement, reporting, and transportation details to an assembly site or alternate facility.
- b. Upon the decision by Emergency Management Director (EMD) to activate the COOP, alternate facility managers will be notified to ready their sites for alternate operations.
- c. Upon activation of the COOP, each CSA will notify their staff using their internal telephone notification procedures. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof.
- d. Upon activation of the COOP, the County EOC will notify the State Warning Point (SWP) of the decision to relocate specific CSAs and the anticipated time of arrival at the alternate facility.

2. Initial Actions

- a. Based on the situation and circumstance of the COOP event, the Nassau County Emergency Management Director (EMD) and each Critical Service Agency head will evaluate the capability and capacity levels required to support the current Mission Essential Functions.
- b. The EMD, in consultation with the directors of the affected CSAs, will determine whether the situation dictates a simple temporary evacuation of a CSA's primary building, whether it is necessary to activate the Nassau County COOP for specific affected CSAs and relocate to the alternate facility, or activation for all CSAs.
- c. The EMD and CSA directors direct the COOP Teams to immediately activate and deploy to an assembly site or the alternate facility.
- d. The EMD begins the COOP activation process and instructs CSA directors to authorize COOP POCs to relay instruction and guidance to agency staff, including the location of the alternate facility.
- e. The EMD or agency director notifies the appropriate agency's staff members to prepare mobile support vehicles.
- f. The directors of the CSAs decide to terminate primary operations at the CSAs' normal operating facilities and notify the County Administrator and/or Board of County Commissioners of such decision.
- g. Alternate facility managers will be notified to ready their sites for alternate operations. The designated manager prepares the alternate facility for CSA operations.
- h. Agency directors will notify Nassau County COOP POCs and provide instructions and guidance on operations and the location of alternate facilities.
- i. Division/Section/Office Heads begin their notification cascades. After the cascades are complete, the results, including individuals not contacted are reported to the Agency POC.
- j. Employees who have established drive-away kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.
- k. CSA employees, designated with records management responsibilities, will assemble the remaining documents and other assets as required for the performance of Mission Essential Functions and begin preparations for the movement of these resources.
- l. All organizational elements implement normal facilities security procedures for area(s) being vacated.

- m. Each CSA's facility staff will take appropriate measures to ensure security of the building and equipment or records remaining in the building.

3. Activation Procedures Duty hours

- a. The EMD notifies the Nassau County Board of County Commissioners and County Administrator of the emergency requiring activation of the Nassau County COOP Plan.
- b. The EMD activates the Nassau County COOP Plan and advises CSA directors to notify the appropriate alternate facility managers to prepare for activation of the facilities.
- c. The CSA directors instruct their COOP POCs to begin movement of personnel to an assembly site or to the designated alternate facility immediately.
- d. Personnel immediately deploy to an assembly site or the alternate facility to assume the continuation of Mission Essential Functions.

4. Activation Non-Duty Hours

- a. The EMD notifies the Nassau County Board of County Commissioners and County Administrator of the emergency requiring activation of the Nassau County COOP Plan.
- b. The EMD activates the Nassau County COOP Plan and advises CSA directors to notify the appropriate alternate facility managers to prepare for activation of the facilities.
- c. The CSA directors instruct their COOP POCs to begin movement of personnel to an assembly site or to the designated alternate facility immediately.
- d. Personnel immediately deploy to an assembly site or the alternate facility to assume the continuation of Mission Essential Functions.
- e. Non-essential personnel and other Nassau County employees are directed to remain at home pending further guidance.

5. Deployment and Departure Procedures – Time-Phased operations

The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered.

- a. The EMD instructs CSA directors to authorize CSA COOP POCs to begin deployment of personnel to the alternate facility.

- b. Deploying personnel
Deploying personnel are directed by their Critical Service Agency COOP POCs to either relocate to a designated assembly site or alternate facility. Personnel should ensure that they have their official drive-away kits and the personal preparedness bags. Specific instructions will be provided at the time of activation.

- c. Non-Essential Personnel
Non-essential personnel present at the time of an emergency notification will be directed to proceed to their homes or other Nassau County facilities to await further instructions. At the time of notification, information will be provided on routes that should be used to depart the vacating facility or other appropriate safety precautions. During non-duty hours, non-essential personnel will remain at their homes pending further guidance.

6. Transition to Alternate Operations

- a. Following the activation of the Nassau County COOP Plan and establishment of communications each CSA director, or designated successor, orders the cessation of operations at the main base of operations.

- b. Each CSA's COOP POC notifies the Emergency Management Director that their emergency relocation is complete and provides contact numbers for key staff.

- c. As appropriate, press, news media, outside customers, vendors and other service providers are notified by an official spokesperson that the Nassau County CSA has been temporarily relocated.

7. Site-Support Responsibilities

Following notification that a relocation has been ordered or is in progress, the appropriate alternate facility manager will implement Site-Support Procedures and prepare for the activation of Nassau County's COOP and to receive personnel within twelve hours after COOP activation. Site-support Procedures will provide for the acquisition of resources necessary to sustain operations for up to 30 days.

PHASE II – ALTERNATE OPERATIONS (12 HOURS – TERMINATION)

1. Execution of Mission Essential Functions

Upon activation, the Critical Service Agency deployed personnel will begin providing support for the following functions:

- a. Monitor and assess the situation that required the relocation;
- b. Monitor the status of Division/Section/Office personnel and resources;
- c. Continue Mission Essential Functions;
- d. Report the status of operations to the EOC and Critical Service Agency directors;
- e. Plan and schedule relocation site operations;
- f. Prepare and disseminate instructions and reports as required.
- g. Documenting operations when the COOP is activated.

2. Establishment of Communications

- a. The deploying personnel will have the ability to retain communications while in-transit through mobile command support, if available.
- b. RG personnel will re-establish normal lines of communication to the EOC, Governor, state agencies and all other critical customers as soon as possible when deployed to the alternate facility.
- c. RG staff Critical customers will notify critical customers of the CSA's new work location, phone numbers and other necessary contact information. Postal authorities and delivery services will be notified to re-route mail and deliveries to the alternate facility, until further notice.
- d. Depending on the situation and circumstances, the Critical Service Agency head will determine if any deploying personnel will relocate to a temporary assembly site instead of operating from a designated alternate facility.
- e. Deploying personnel will report to the designated alternate facility to check in.
- f. The alternate facility manager will disseminate administrative and logistics information to arriving personnel. This information should cover a period of up to seven days.
- g. As appropriate, RG members will begin to retrieve pre-positioned information and data, activate specialized systems or equipment, etc.

3. Augmentation Staff

- a. If it becomes evident that a COOP Team cannot ensure the continuous performance of Mission Essential Functions, the Emergency Management Director (EMD), in coordination with Emergency Management staff, will determine the capacity to augment the staffing. This may require two, 12-hour shifts working on a 24-hour basis.
- b. The EMD will then request the Finance and Administration Section in coordination with the Operations Section to ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks. In addition, this section will prepare the necessary documents for all employees requested to deploy to the designated alternate facility.
- c. It is imperative for COOP operations at an alternate facility to ensure a centralized and coordinated roster of personnel due to limited space and resources.

4. Amplification of Guidance to Essential and Non-Essential Personnel

- a. The Planning Section, in coordination with the Finance and Administration Section, will develop informative memorandums for dissemination to all Nassau County employees in regards to the duration of alternate operations, pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
- b. The EMD will approve this memorandum and the Public Information Officer will then distribute the document to the relocated personnel and the non-essential staff through appropriate media, COOP Points-of-Contact and other sources that are available.

5. Development of Plans and Schedules for Reconstitution and Termination

- a. The EMD, in coordination with the Nassau County Board of County Commissioners, will develop Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all Nassau County Critical Service Agency functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
- b. The EMD, in coordination with the Critical Service Agency directors, will approve the plans and schedules prior to the cessation of operations.
- c. The EMD will oversee the Reconstitution and Termination process.

PHASE III – RECONSTITUTION (TERMINATION AND RETURN TO NORMAL OPERATIONS)

1. Overview

Within 24 hours of an emergency relocation, the Nassau County Building Maintenance Director will initiate operations to salvage, restore, and recover the Nassau County Critical Service Agency primary facility after the approval of the local and Federal law enforcement and emergency services that are involved. Reconstitution procedures will commence when the Chairman of the Board of County Commissioners, or other authorized person, ascertains that the emergency situation has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation.

- a. Continue to operate from the alternate facility with support from other agencies if necessary.
- b. Begin an orderly return to the primary facility and reconstitute from remaining Nassau County agencies or other resources.
- c. Begin to establish a reconstituted Nassau County Critical Service Agency office in some other facility.

2. Procedures

Upon a decision by the Nassau County Building Maintenance Director, or other authorized person, that the Nassau County Critical Service Agency primary facility can be reoccupied, or that a different facility will be established as a new office:

- a. The Emergency Management Director (EMD) will oversee the orderly transition of all Nassau County Critical Service Agency functions, personnel, equipment, and records from the alternate facility to the new or restored facility.
- b. Each organizational element, in turn, will designate a reconstitution POC to work with the Operations Section and inform office personnel of developments regarding reconstitution.
- c. Prior to relocating to the current primary facility or another building, the Nassau County Building Maintenance Director will conduct appropriate security, safety, and health assessments for suitability.
- d. When designated deployed personnel and necessary equipment and documents are in place at the new or restored facility, the staff remaining at the alternate facility will transfer Mission Essential Functions and resume normal operations.

3. After-Action Review and Remedial Action Plan

- a. An After-Action Review data collection process will be initiated by the Nassau County EMD prior to the cessation of operations at the alternate facility.
- b. The inputs from data collection will be incorporated into a COOP Remedial Action Plan. Recommendation for changes to the Nassau County COOP Plan and accompanying SOPs will be developed and incorporated into the COOP Annual Review Process. In addition, recommendations that affect the alert and notification process, the COOP activation process, COOP implementation, or operational issues at the assembly site or designated alternate facility will be developed. The recommendations in these areas will be immediately addressed at the next Nassau County COOP Working Group meeting, and changes will be made on a short timeframe as appropriate.

APPENDIX A: COOP IMPLEMENTATION CHECKLIST

CONTINUITY OF OPERATIONS PLAN IMPLEMENTATION CHECKLIST	
Action Items	Completed By Date and Time
<p>Alert/Notification</p> <ol style="list-style-type: none"> 1. Senior Leadership 2. COOP Team/essential personnel 3. Alternate facility managers 4. Non-essential personnel 5. BOCC and/or County Administrator 6. Appropriate agencies 7. State Warning Point (SWP) 8. Communications/Media 	
<p>Activation</p> <ol style="list-style-type: none"> 1. Implement Activation Procedures in Time Phase Sequence 2. Activate COOP Teams 	
<p>Deployment</p> <ol style="list-style-type: none"> 1. Deploy COOP Teams and assemble at pre-selected alternate facility or relocation Site 2. Deploy with Drive-away Kits and other essential equipment 	
<p>Alternate Operations</p> <ol style="list-style-type: none"> 1. Appropriate business unit(s) to initiate personnel tracking system during the emergency. 2. Identify replacements for missing personnel and request augmentation as necessary. 3. Continue essential operations. 4. Determine need of temporary (permanent) relocation site, additional operations and functions. 5. Determine if additional operations or functions are required to include personnel. 6. Develop a funding request to support the emergency if required. 7. Develop migration plan to phase down alternate facility operations and return activities, personnel, records and equipment to the primary facility when appropriate. 	
<p>Reconstitution</p> <ol style="list-style-type: none"> 1. Inform non-emergency personnel that the threat no longer exists and instructions for resumption of normal operations. 2. COOP Team supervises orderly return to the normal operating facility, or movement to other temporary or permanent facilities. 3. Begin transferring business units and functions to normal operating facility. 4. Return activities personnel, records and equipment to the primary facility when appropriate. 5. Conduct an evaluation of COOP operations and effectiveness of plans and procedures identified corrective action and develop an action plan. 	

APPENDIX B – Nassau County Emergency Management

This appendix covers agency specific information related to Nassau County Emergency Management Division. General COOP policies, plans and procedures applicable to all Critical Service Agencies are noted in the County plan.

Section I: DEFINITIONS AND TERMS

Section II: AGENCY SPECIFIC STANDARD OPERATING PROCEDURES MATRIX

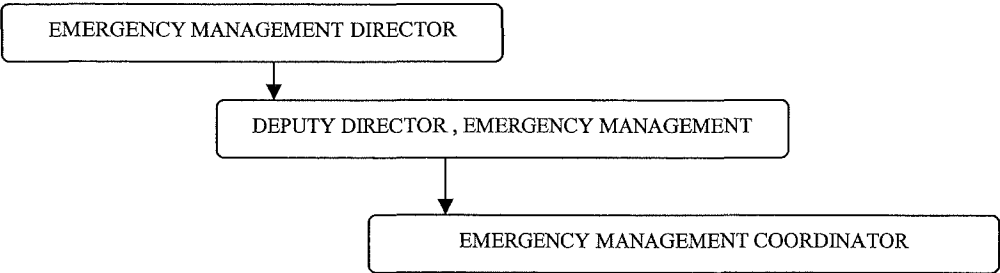
Section III: MISSION ESSENTIAL FUNCTIONS

In the event of activation of the Nassau County COOP, Nassau County Emergency Management will carry out pre-identified Mission Essential Functions. The following chart delineates priorities, responsible organizational unit, function, work effort status, manpower hours and necessary resources for each function.

[insert Mission Essential Functions Chart here.]

Section IV: LINE OF SUCCESSION AND DELEGATION OF AUTHORITY

The Nassau County Emergency Management’s line of succession is established by its general organizational structure (see chart). The delegation of authority for making policy determinations and decisions and assigning resources follows this line of succession, and is supported by County and Departmental operational policies.



1. The Emergency Management Director (EMD) is the primary authority responsible for direction and control of all functions and resources of Emergency Management Division, as designated by the Board of County Commissioners and/or prevailing policies. The pre-delegation of this authority covers all operational functions already covered under county policy for department heads, and any emergency policy directives as instituted by the Board of County Commissioners or prevailing governmental body.
2. In the event the Emergency Management Director is unavailable to direct and control functions and resources, the Deputy Director, Emergency Management shall assume direction and control of Department functions and resources with the same authorities of the EMD.
3. In the event the Deputy Director, Emergency Management is unavailable to direct and control functions and resources, the Emergency Management Coordinator shall assume direction and control of Department functions and resources with the same authorities of the EMD.
4. In the event Supervisor B is unavailable to direct and control Road and Bridge functions and resources, the Board of County Commissioners shall designate an appropriate representative to assume direction and control of Department functions and resources with the all the authorities of a County department head. This designation shall be temporary, until such time as the Emergency Management Division has the capability to resume responsibility for assigned functions.

Section V: DESIGNATED ALTERNATE FACILITIES

1. Location of Alternate Facility

Should the Emergency Management Division be unable to maintain operations at their headquarters facility, due to an event requiring activation of the Nassau County COOP, the following locations will be considered as an alternate facility:

- a. Primary Facility - Nassau County Alternate Emergency Operations Center (Yulee Elementary School, Yulee) This facility has the capacity to house all Emergency Management operations and provide secured areas for critical equipment and supplies.
- b. Secondary Facility – Hilliard Elementary School. This facility provides capacity for partial operations of the department. Some mission essential functions of the Division would have to be performed from an additional location.
- c. In the event neither of the pre-designated facilities are available for use, the EMD will evaluate other facilities based on existing

capabilities and the capacity to perform the mission essential functions. Criteria for selection of the facilities are in Section IV-1 of the Nassau County COOP. It is assumed that the need to activate an alternate EOC will exist when a major disaster event has impacted the county and the Board of County Commissioners has declared a Local State of Emergency.

2. Activation of Alternate Facility

- a. The determination of an Alternate Facility for Emergency Management personnel will be made at the time of activation by the EMD, in coordination with the Board of County Commissioners, and will be based on the incident or threat thereof, risk assessments, and execution time frame. If only the agency's complex is inaccessible and there is no threat to the vicinity of other Nassau County facilities, the Primary alternate facility will be activated. If that facility is threatened or is not available, the Secondary alternate facility will be activated. In situations requiring a declaration of a Local State of Emergency, all Emergency Management Division operational functions will be co-located at the facility operating as the Nassau County Emergency Operations Center (EOC).
- b. If none of the pre-designated facilities are available for use, the EMD will evaluate other facilities based on existing capabilities and the capacity to perform the mission essential functions. Criteria for selection of the facilities are in Section IV-1 of the Nassau County COOP.
- c. If a threat exists in Nassau County vicinity such that no suitable or safe location may be designated as an alternate facility, the Emergency Management Director, in coordination with the Board of County Commissioners and the Florida Division of Emergency Management will select a location based on situational circumstances.

3. Essential/Non-Essential Personnel

Department staff identified as essential personnel will be required to report for activation. All staff of the Emergency Management Division will be considered essential personnel.

4. Notification of Emergency Management Personnel

During Normal Business Hours: Notification of essential department personnel will be made by the following methods, by order of priority:

- Nextel phone/radio (if available)
- Pager
- Direct contact by messenger

During Off-duty Hours: Notification of essential department personnel will be made by the following methods, by order of priority:

- Telephone, cell phone or pager
- Direct contact by messenger

5. Mission Essential Functions

Upon activation of an alternate facility, Nassau County Emergency Management personnel will begin providing support for the following functions in the following priorities:

- a. Command, Control and Coordination
- b. Evacuation and Mass Care
- c. Public Information
- d. Declaration of State of Emergency
- e. Impact/Damage Assessment
- f. Mutual Aid
- g. Planning/information
- h. Records Management
- i. Finance
- j. Scheduling
- k. Logistical and Resource Support
- l. Customer service

6. Establishment of Communications

The deploying personnel will have the ability to retain communications while in transit through mobile VHF units, programmed with common channels for Nassau County 911 Communications, Nassau County Sheriff's Office, Nassau County Fire/Rescue and Nassau County Road and Bridge. Relocation to an alternate facility may eliminate the availability of a base VHF unit, and will require portable communications equipment to maintain coordination with mobile field units. All communications will be in plain text.

Should VHF communications be unavailable, the following communications priorities will be used:

- Nextel cell phone /radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)

7. Duty Assignments - Alternate Facility

Incident Command: The Emergency Management Director will have responsibility for direction and control of the overall operation of the alternate facility, including the following duties:

- Coordinate notification of essential personnel
- Coordinate facility set-up
- Coordinate establishment of communications within department and with outside agencies
- Coordinate the delivery of mission essential functions

Shift Manager: Deputy Director, Emergency Management will be designated as shift manager and will assume the following duties:

- Manage operational objectives under direction of Incident Command
- Act as Liaison Officer with outside agencies
- Develop and release public information, in coordination with the Incident Command
- Coordinate with Incident Command to schedule personnel assignments for shift

Information and Planning Coordinator: The Emergency Management Coordinator will be designated as Information and Planning Coordinator and will assume the following duties:

- Coordinate situation assessment and work status
- Coordinate resource status and projected resource and logistics needs

Documentation Clerk: The Office Specialist II will be designated as documentation clerk and will be responsible for the following tasks:

- Prepare all records and documentation for purchase, procurement, payroll, work assignments,
- Coordinate status of all resources with shift manager and/or Incident Commander
- Maintain log of all events and activities during activation of the plan

8. Additional Personnel Assignments: The Incident Commander/ Emergency Management Director will have the authority to make duty assignments for additional personnel based on the level of operation, priority tasks, qualifications of personnel and available resources.

Section VI: INTEROPERABLE COMMUNICATIONS

The capabilities of communications at an alternate facility may be compromised at the time of a disaster event. At a minimum, direct communications will be established with all Critical Service Agencies by any means possible. Potential communications systems that will be used, in order of priority, include:

- Land-line telephone

- VHF radio
- Nextel cell phone/radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)
- Direct contact by messenger

Section VII: VITAL RECORDS AND DATABASES

1. Vital Records

Nassau County Emergency Management Division performs routine back-up of all computer data and records on a monthly basis. Compact discs with back-up data are stored both on-site and off-site. Off-site storage of data is maintained at the Nassau County Clerk of Courts office.

Should the Division's normal operational equipment be unavailable for use, additional computer and administrative equipment will be accessed from a non-essential County department, or through the Florida Division of Emergency Management.

2. Drive-Away Kit

Nassau County Emergency Management Division maintains all operational equipment in a state of readiness for relocation at its primary headquarters. This kit consists of:

- All Emergency Operations plans and procedures
- Operational checklists
- Emergency Operations Plan
- Copies of all operational forms
- EOC agency/personnel contact information and records
- Nine lap-top computers (networked), four printers
- Two copiers, one fax machine
- Four VHF radios
- Five Satellite phones
- Ham radio and antenna
- Planning and reference documents, including charts and maps

Information in the drive-away kit is updated as necessary, when new plans or procedures are instituted and/or changes in forms and personnel contact information/status have occurred.

APPENDIX C – Nassau County Fire/Rescue Division

This appendix covers agency specific information related to Nassau County Fire/Rescue Division. General COOP policies, plans and procedures applicable to all Critical Service Agencies are noted in the County plan.

Section I: DEFINITIONS AND TERMS

Section II: AGENCY SPECIFIC STANDARD OPERATING PROCEDURES MATRIX

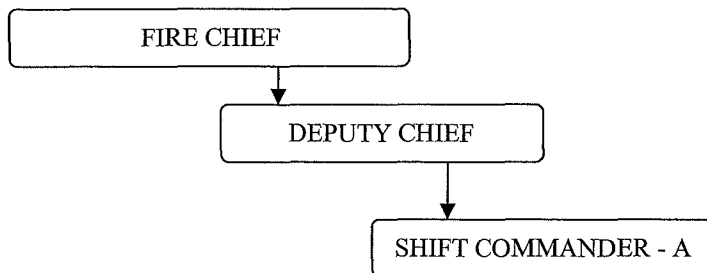
Section III: MISSION ESSENTIAL FUNCTIONS

In the event of activation of the Nassau County COOP, Nassau County Fire/Rescue Division will carry out pre-identified Mission Essential Functions. The following chart delineates priorities, responsible organizational unit, function, work effort status, manpower hours and necessary resources for each function.

[insert Mission Essential Functions Chart here.]

Section IV: LINE OF SUCCESSION AND DELEGATION OF AUTHORITY

The Nassau County Fire/Rescue Division's line of succession is established by its general organizational structure (see chart). The delegation of authority for making policy determinations and decisions and assigning resources follows this line of succession, and is supported by County and Departmental operational policies.



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1. The Fire Chief is the primary authority responsible for direction and control of all functions and resources of the Fire/Rescue Division, as designated by the Board of County Commissioners and/or prevailing policies. This pre-delegation of authority covers all operational functions already covered under county policy for department heads, and any emergency policy directives as instituted by the Board of County Commissioners or prevailing governmental body.
2. In the event the Fire Chief is unavailable to direct and control functions and resources, Deputy Chief shall assume direction and control of Department functions and resources with the same authorities as the Fire Chief.
3. In the event the Deputy Chief is unavailable to direct and control functions and resources, the Shift Commander – A shift shall assume direction and control of Department functions and resources with the same authorities as the Fire Chief.
4. In the event the Shift Commander – A shift is unavailable to direct and control Fire/Rescue functions and resources, the Board of County Commissioners shall designate an appropriate representative to assume direction and control of Department functions and resources with the all the authorities of a County department head. This designation shall be temporary, until such time as the Fire/Rescue Division has the capabilities of resuming responsibility for assigned functions.

Section V: DESIGNATED ALTERNATE FACILITIES

1. Location of Alternate Facility

Should the Fire/Rescue Division be unable to maintain operations at their headquarters facility, due to an event requiring activation of the Nassau County COOP, the following locations will be considered as an alternate facility:

- a. Primary Alternate Facility - Nassau County Fire/Rescue Station 70 (SR 200/A1A, O'Neil). This facility has the capacity to house all Fire/Rescue operations and provide secured areas for critical equipment and supplies.
- b. Secondary Alternate Facility – Nassau County Fire/Rescue Station 50 (Callahan). This facility provides capacity for partial operations of the department. Some mission essential functions of the Division would have to be performed from an additional location.
- c. Tertiary Alternate Facility - In the event neither the primary or secondary facilities are available for use, the designated Nassau County Emergency Operations Center (EOC) will be the site of

operations for Fire/Rescue Division. It is assumed that this location will be used when a major disaster event has impacted the county and the Board of County Commissioners has declared a Local State of Emergency.

2. Activation of Alternate Facility

- a. The determination of an Alternate Facility for Fire/Rescue personnel will be made at the time of activation by the Fire Chief, in coordination with the Emergency Management Director, and will be based on the incident or threat thereof, risk assessments, and execution time frame. If only the agency's complex is inaccessible and there is no threat to the vicinity of other Nassau County facilities, the Primary alternate facility will be activated. If that facility is threatened or is not available, the Secondary alternate facility will be activated. In extreme situations, the Nassau County Emergency Operations Center (EOC) will provide operational support for Fire/Rescue functions.
- b. If none of the pre-designated facilities are available for use, the Fire Chief will evaluate other facilities based on existing capabilities and the capacity to perform the mission essential functions. Criteria for selection of the facilities are in Section IV-1 of the Nassau County COOP.
- c. If a threat exists in Nassau County vicinity such that no suitable or safe location may be designated as an alternate facility, the Fire Chief, in coordination with the Emergency Management Director will select a location based on situational circumstances.

3. Essential/Non-Essential Personnel

Division staff identified as essential personnel will be required to report for activation, and will consist of the Fire Chief, Deputy Chief, Tactical Support, all shift commanders, all administrative/clerical staff, and personnel assigned to all three operational shifts. All other personnel will be considered as non-essential personnel, but may be re-classified as essential personnel in order to respond if specific circumstances of the event require augmentation of staff.

4. Notification of Fire/Rescue Personnel

During Normal Business Hours: Notification of essential division personnel will be made by the following methods, by order of priority:

- VHF radio
- Nextel phone/radio (if available)
- Direct contact by messenger

During Off-duty Hours: Notification of essential department personnel will be made by the following methods, by order of priority:

- Telephone, cell phone or pager
- Direct contact by messenger
- Emergency information released to local media sources

5. Mission Essential Functions

Upon activation of an alternate facility, Nassau County Fire/Rescue personnel will begin providing support for the following functions in the following priority:

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

6. Establishment of Communications

The deploying personnel will have the ability to retain communications while in transit through mobile VHF units, programmed with common channels for the Fire/Rescue Division, Nassau County 911 Communications, Nassau County Sheriff's Office, Nassau County Road and Bridge and Nassau County Emergency Management. Relocation to an alternate facility may eliminate the availability of a base VHF unit, and will require portable communications equipment to maintain coordination with mobile field units. All communications will be in plain text.

Should VHF communications be unavailable, the following communications priorities will be used:

- Nextel cell phone /radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)

7. Duty Assignments - Alternate Facility

Incident Command: The Fire/Rescue will have responsibility for direction and control of the overall operation of the alternate facility, including the following duties:

- Direct and Control all Fire/Rescue operations
- Coordinate notification of essential personnel
- Coordinate facility set-up
- Coordinate establishment of communications within department and with outside agencies

- Coordinate the delivery of mission essential functions

Operations Chief: The Deputy Chief will be designated as Operations Chief and will assume the following duties:

- Coordinate situation assessment and work status
- Coordinate resource status and projected resource and logistics needs
- Coordinate with Incident Command to schedule personnel assignments

Finance Administration Clerk: The Administrative Assistant will be designated as documentation clerk and will be responsible for the following tasks:

- Prepare all records and documentation for purchase, procurement, payroll, work assignments,
- Coordinate status of all resources with Operations Chief and/or Incident Commander
- Maintain log of all events and activities during activation of the plan

8. Additional Personnel Assignments: The Fire/Chief and/or Incident Commander will have the authority to make duty assignments for additional personnel based on the level of operation, priority tasks, qualifications of personnel and available resources.

Section VI: INTEROPERABLE COMMUNICATIONS

The capabilities of communications at an alternate facility may be compromised at the time of a disaster event. At a minimum, direct communications will be established with all Critical Service Agencies by any means possible. Potential communications systems that will be used, by order of priority, include:

- Land-line telephone
- VHF radio
- Nextel cell phone/radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)
- Direct contact by messenger

Section VII: VITAL RECORDS AND DATABASES

1. Vital Records

Nassau County Fire/Rescue performs routine back-up of all computer data and records on a monthly basis. Compact discs with back-up data are stored both on-

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site and off-site. Off-site storage of data is maintained at the Nassau County Clerk of Courts and Finance office.

Should the Division's normal operational equipment be unavailable for use, additional computer and administrative equipment will be accessed from a non-essential County department, or through the Nassau County EOC.

2. Drive-Away Kit

Nassau County Fire/Rescue Department maintains a drive-away kit in its primary headquarters and at an off-site location. This kit consists of:

- COOP operational checklists
- Emergency Operations Plan
- Copies of all operational forms
- Employee/personnel contact information and records

Information in the drive-away kit is updated as necessary, when new forms are instituted and/or changes in personnel contact information and statuses have occurred.

APPENDIX D – Nassau County 911 Communications

This appendix covers agency specific information related to Nassau County 911 Communications Center. General COOP policies, plans and procedures applicable to all Critical Service Agencies are noted in the County plan.

Section I: DEFINITIONS AND TERMS

Section II: AGENCY SPECIFIC STANDARD OPERATING PROCEDURES MATRIX

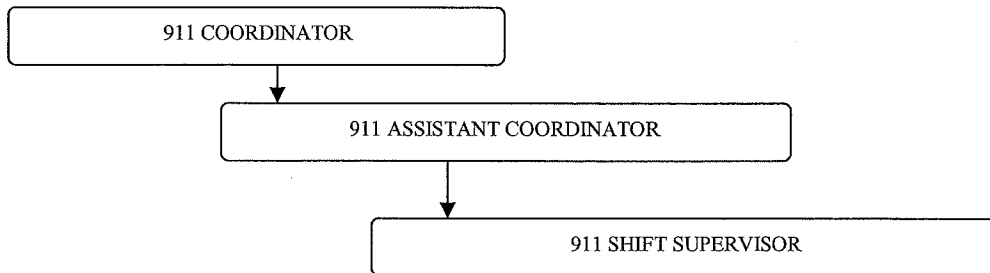
Section III: MISSION ESSENTIAL FUNCTIONS

In the event of activation of the Nassau County COOP, the Nassau County 911 Communications Center will carry out pre-identified Mission Essential Functions. The following chart delineates priorities, responsible organizational unit, function, work effort status, manpower hours and necessary resources for each function.

[insert Mission Essential Functions Chart here.]

Section IV: LINE OF SUCCESSION AND DELEGATION OF AUTHORITY

The Nassau County 911 Communications Center’s line of succession is established by its general organizational structure (see chart). The delegation of authority for making policy determinations and decisions and assigning resources follows this line of succession, and is supported by County and Departmental operational policies.



The 911 Coordinator is the primary authority responsible for direction and control of all functions and resources of the 911 Communications Center, as designated by prevailing policies of the governmental jurisdiction. The pre-delegation of this authority covers all operational functions already covered under county policy for department heads, and any emergency policy directives as instituted by the Sheriff or prevailing governmental body.

1. In the event the 911 Coordinator is unavailable to direct and control functions and resources, the 911 Assistant Coordinator shall assume direction and control of Center functions and resources with the same authorities of the 911 Coordinator.
2. In the event the 911 Assistant Coordinator is unavailable to direct and control functions and resources, the 911 Shift Supervisor shall assume direction and control of Center functions and resources with the same authorities of the 911 Coordinator.

In the event 911 Shift Supervisor is unavailable to direct and control Communications Center functions and resources, the Sheriff shall designate an appropriate representative to assume direction and control of Center functions and resources with the all the authorities of a County department head. This designation shall be temporary, until such time as the 911

3. Communications Center has the capability to resume responsibility for assigned functions.

Section V: DESIGNATED ALTERNATE FACILITIES

1. Location of Alternate Facility

Should the 911 Communications Center be unable to maintain operations at their headquarters facility, due to an event requiring activation of the Nassau County COOP, the following locations will be considered as an alternate facility:

- a. Primary Alternate Facility - Nassau County Fire/Rescue headquarters (Fernandina beach). This facility has the capacity to house all 911 Communications operations and provide secured areas for critical equipment and supplies.
- b. Secondary Alternate Facility – _____.
This facility provides capacity for partial operations of the department. Some mission essential functions of the Center would have to be performed from an additional location.
- c. In the event neither of the pre-designated facilities is available for use, the 911 Coordinator will evaluate other facilities based on existing capabilities and the capacity to perform the mission

essential functions. Criteria for selection of the facilities are in Section IV-1 of the Nassau County COOP. It is assumed that the need to activate an alternate EOC will exist when a major disaster event has impacted the county and the Board of County Commissioners has declared a Local State of Emergency.

2. Activation of Alternate Facility

- a. The determination of an Alternate Facility for 911 Communications Center personnel will be made at the time of activation by the 911 Coordinator, in coordination with the Sheriff and Emergency Management Director, and will be based on the incident or threat thereof, risk assessments, and execution time frame. If only the agency's complex is inaccessible and there is no threat to the vicinity of other Nassau County facilities, the Primary alternate facility will be activated. If that facility is threatened or is not available, the Secondary alternate facility will be activated. In situations requiring a declaration of a Local State of Emergency, all 911 Communications Center operational functions should be fully functional and in communication with the facility operating as the Nassau County Emergency Operations Center (EOC).
- b. If none of the pre-designated facilities are available for use, the 911 Coordinator will evaluate other facilities based on existing capabilities and the capacity to perform the mission essential functions. Criteria for selection of the facilities are in Section IV-1 of the Nassau County COOP.
- c. If a threat exists in Nassau County vicinity such that no suitable or safe location may be designated as an alternate facility, the 911 Coordinator, in coordination with the Sheriff and Emergency Management Director and the Florida Division of Emergency Management will select a location based on situational circumstances.

3. Essential/Non-Essential Personnel

Department staff identified as essential personnel will be required to report for activation. All staff of the 911 Communications Center will be considered essential personnel.

4. Notification of Emergency Management Personnel

During Normal Business Hours: Notification of essential department personnel will be made by the following methods, by order of priority:

- Nextel phone/radio (if available)
- Pager
- Direct contact by messenger

During Off-duty Hours: Notification of essential department personnel will be made by the following methods, by order of priority:

- Telephone, cell phone or pager
- Direct contact by messenger

5. Mission Essential Functions

Upon activation of an alternate facility, Nassau County 911 Communications Center personnel will begin providing support for the following functions in the following priorities:

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

6. Establishment of Communications

The deploying personnel will report immediately to the facility being used as the 911 Communications Center or as directed and determine functional capabilities of the Communications systems. The priority system for use is the VHF or existing radio system, programmed with common channels for Nassau County 911 Communications, Nassau County Sheriff's Office, Nassau County Fire/Rescue, Nassau County Emergency Management and Nassau County Road and Bridge. Relocation to an alternate facility may eliminate the availability of a base VHF unit, and will require portable communications equipment to maintain coordination with mobile field units. All communications will be in plain text.

Should VHF communications be unavailable, the following communications priorities will be used:

- Nextel cell phone /radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)

7. Duty Assignments - Alternate Facility

Incident Command: The 911 Coordinator will have responsibility for direction and control of the overall operation of the alternate facility, including the following duties:

- Coordinate notification of essential personnel
- Coordinate facility set-up
- Coordinate establishment of communications within department and with outside agencies

- Coordinate the delivery of mission essential functions

Shift Manager: The 911 Assistant Coordinator will be designated as shift manager and will assume the following duties:

- Manage operational objectives under direction of Incident Command
- Act as Liaison Officer with outside agencies
- Develop and release public information, in coordination with the Incident Command
- Coordinate with Incident Command to schedule personnel assignments for shift

Information and Planning Coordinator: The 911 Shift Supervisor will be designated as Information and Planning Coordinator and will assume the following duties:

- Coordinate situation assessment and work status
- Monitor resource status and projected resource and logistics needs

Documentation Clerk: The _____ will be designated as documentation clerk and will be responsible for the following tasks:

- Prepare all records and documentation for purchase, procurement, payroll, work assignments,
- Coordinate status of all resources with shift manager and/or Incident Commander
- Maintain log of all events and activities during activation of the plan

8. Additional Personnel Assignments: The Incident Commander/ 911 Coordinator will have the authority to make duty assignments for additional personnel based on the level of operation, priority tasks, qualifications of personnel and available resources.

Section VI: INTEROPERABLE COMMUNICATIONS

The capabilities of communications at an alternate facility may be compromised at the time of a disaster event. At a minimum, direct communications will be established with all Critical Service Agencies by any means possible. Potential communications systems that will be used, in order of priority, include:

- Land-line telephone
- VHF radio
- Nextel cell phone/radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)
- Direct contact by messenger

Section VII: VITAL RECORDS AND DATABASES

1. Vital Records

Nassau County 911 Communications Center performs routine back-up of all computer data and records on a monthly basis. Compact discs with back-up data are stored both on-site and off-site. Off-site storage of data is maintained at the Nassau County Clerk of Courts office.

Should the Center's normal operational equipment be unavailable for use, additional communications computer and administrative equipment will be accessed from a another jurisdiction, or through the Florida Division of Emergency Management.

2. Drive-Away Kit

Nassau County 911 Communications Center maintains all operational equipment in a state of readiness for relocation at its primary headquarters. This kit consists of:

- All Emergency Operations plans and procedures
- Operational checklists
- Emergency Operations Plan
- Copies of all operational forms
- EOC agency/personnel contact information and records
- _____ portable VHF radios
- Planning and reference documents, including charts and maps

Information in the drive-away kit is updated as necessary, when new plans or procedures are instituted and/or changes in forms and personnel contact information/status have occurred.

APPENDIX E – Nassau County Road and Bridge Department

This appendix covers agency specific information related to Nassau County Road and Bridge Department. General COOP policies, plans and procedures applicable to all Critical Service Agencies are noted in the County plan.

Section I: DEFINITIONS AND TERMS

Section II: AGENCY SPECIFIC STANDARD OPERATING PROCEDURES MATRIX

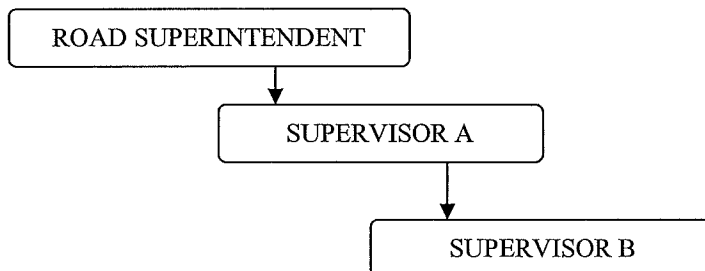
Section III: MISSION ESSENTIAL FUNCTIONS

In the event of activation of the Nassau County COOP, Nassau County Road and Bridge will carry out pre-identified Mission Essential Functions. The following chart delineates priorities, responsible organizational unit, function, work effort status, manpower hours and necessary resources for each function.

[insert Mission Essential Functions Chart here.]

Section IV: LINE OF SUCCESSION AND DELEGATION OF AUTHORITY

The Nassau County Road and Bridge Department’s line of succession is established by its general organizational structure (see chart). The delegation of authority for making policy determinations and decisions and assigning resources follows this line of succession, and is supported by County and Departmental operational policies.



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1. The Road Superintendent is the primary authority responsible for direction and control of all functions and resources of the Road and Bridge Department, as designated by the Board of County Commissioners and/or prevailing policies. This pre-delegation of authority covers all operational functions already covered under county policy for department heads, and any emergency policy directives as instituted by the Board of County Commissioners or prevailing governmental body.
2. In the event the Road Superintendent is unavailable to direct and control functions and resources, Supervisor A shall assume direction and control of Department functions and resources with the same authorities of the Road Superintendent.
3. In the event Supervisor A is unavailable to direct and control functions and resources, Supervisor B shall assume direction and control of Department functions and resources with the same authorities of the Road Superintendent.
4. In the event Supervisor B is unavailable to direct and control Road and Bridge functions and resources, the Board of County Commissioners shall designate an appropriate representative to assume direction and control of Department functions and resources with the all the authorities of a County department head. This designation shall be temporary, until such time as the Road and Bridge department has the capabilities of resuming responsibility for assigned functions.

Section V: DESIGNATED ALTERNATE FACILITIES

1. Location of Alternate Facility

Should the Road and Bridge Department be unable to maintain operations at their headquarters facility, due to an event requiring activation of the Nassau County COOP, the following locations will be considered as an alternate facility:

- a. Primary Alternate Facility - Nassau County Multi-Purpose Building (Nassau County Fairgrounds, Callahan) This facility has the capacity to house all Road and Bridge operations and provide secured areas for critical equipment and supplies.
- b. Secondary Alternate Facility - Bailey Road County Facility. This facility provides capacity for partial operations of the department. Some mission essential functions of the Department would have to be performed from an additional location.
- c. Tertiary Alternate Facility - In the event neither the primary or secondary facilities are available for use, the Nassau County Emergency Operations Center (EOC) will be the site of operations

for the Road and Bridge Department. It is assumed that this location will be used when a major disaster event has impacted the county and the Board of County Commissioners has declared a Local State of Emergency.

2. Activation of Alternate Facility

- a. The determination of an Alternate Facility for Road and Bridge personnel will be made at the time of activation by the Road Superintendent, in coordination with the Emergency Management Director, and will be based on the incident or threat thereof, risk assessments, and execution time frame. If only the agency's complex is inaccessible and there is no threat to the vicinity of other Nassau County facilities, the Primary alternate facility will be activated. If that facility is threatened or is not available, the Secondary alternate facility will be activated. In extreme situations, the Nassau County Emergency Operations Center (EOC) will provide operational support for Road and Bridge functions.
- b. If none of the pre-designated facilities are available for use, the Road Superintendent will evaluate other facilities based on existing capabilities and the capacity to perform the mission essential functions. Criteria for selection of the facilities are in Section IV-1 of the Nassau County COOP.
- c. If a threat exists in Nassau County vicinity such that no suitable or safe location may be designated as an alternate facility, the Emergency Management Director will select a location based on situational circumstances.

3. Essential/Non-Essential Personnel

Department staff identified as essential personnel will be required to report for activation, and will consist of the Road Superintendent, all supervisors, all foremen, and all administrative assistants. All other personnel will be considered as non-essential personnel, but may be re-classified as essential personnel in order to respond if specific circumstances of the event require augmentation of staff.

4. Notification of Road and Bridge Personnel

During Normal Business Hours: Notification of essential department personnel will be made by the following methods, by order of priority:

- VHF radio
- Nextel phone/radio (if available)
- Direct contact by messenger

During Off-duty Hours: Notification of essential department personnel will be made by the following methods, by order of priority:

- Telephone, cell phone or pager
- Direct contact by messenger
- Emergency information released to local media sources

5. Mission Essential Functions

Upon activation of an alternate facility, Nassau County Road and Bridge personnel will begin providing support for the following functions in the following priority:

- a. Communication/dispatch
- b. Debris management
- c. Maintenance of roads/bridges
- d. Fuel services
- e. Food service to employees
- f. Fleet maintenance
- g. Payroll
- h. Scheduling
- i. Purchasing/procurement
- j. Customer service

6. Establishment of Communications

The deploying personnel will have the ability to retain communications while in transit through mobile VHF units, programmed with common channels for the Road and Bridge Department, Nassau County 911 Communications, Nassau County Sheriff's Office, Nassau County Fire/Rescue and Nassau County Emergency Management. Relocation to an alternate facility will eliminate the availability of a base VHF unit, and will require portable communications equipment to maintain coordination with mobile field units. All communications will be in plain text.

Should VHF communications be unavailable, the following communications priorities will be used:

- Nextel cell phone /radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)

7. Duty Assignments - Alternate Facility

Incident Command: The Road Superintendent will have responsibility for direction and control of the overall operation of the alternate facility, including the following duties:

- Coordinate notification of essential personnel
- Coordinate facility set-up
- Coordinate establishment of communications within department and with outside agencies
- Coordinate the delivery of mission essential functions

Shift Manager: Supervisor A/B will be designated as shift manager and will assume the following duties:

- Coordinate situation assessment and work status
- Coordinate resource status and projected resource and logistics needs
- Coordinate with Incident Command to schedule personnel assignments for shift

Documentation Clerk: The Administrative Assistant will be designated as documentation clerk and will be responsible for the following tasks:

- Prepare all records and documentation for purchase, procurement, payroll, work assignments,
- Coordinate status of all resources with shift manager and/or Incident Commander
- Maintain log of all events and activities during activation of the plan

8. Additional Personnel Assignments: The Incident Commander and/or Emergency Management Director will have the authority to make duty assignments for additional personnel based on the level of operation, priority tasks, qualifications of personnel and available resources.

Section VI: INTEROPERABLE COMMUNICATIONS

The capabilities of communications at an alternate facility may be compromised at the time of a disaster event. At a minimum, direct communications will be established with all Critical Service Agencies by any means possible. Potential communications systems that will be used, by order of priority, include:

- Land-line telephone
- VHF radio
- Nextel cell phone/radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)
- Direct contact by messenger

Section VII: VITAL RECORDS AND DATABASES

1. Vital Records

Nassau County Road and Bridge Department performs routine back-up of all computer data and records on a monthly basis. Compact discs with back-up data are stored both on-site and off-site. Off-site storage of data is maintained at the County Coordinator's office.

Should the Department's normal operational equipment be unavailable for use, additional computer and administrative equipment will be accessed from a non-essential County department, or through the Nassau County EOC.

2. Drive-Away Kit

Nassau County Road and Bridge Department maintains a drive-away kit in its primary headquarters. This kit consists of:

- COOP operational checklists
- Emergency Operations Plan
- Copies of all operational forms
- Employee/personnel contact information and records

Information in the drive-away kit is updated as necessary, when new forms are instituted and/or changes in personnel contact information and status have occurred.

APPENDIX F – Nassau County Sheriff’s Office

This appendix covers agency specific information related to Nassau County Sheriff’s Office. General COOP policies, plans and procedures applicable to all Critical Service Agencies are noted in the County plan.

Section I: DEFINITIONS AND TERMS

Section II: AGENCY SPECIFIC STANDARD OPERATING PROCEDURES MATRIX

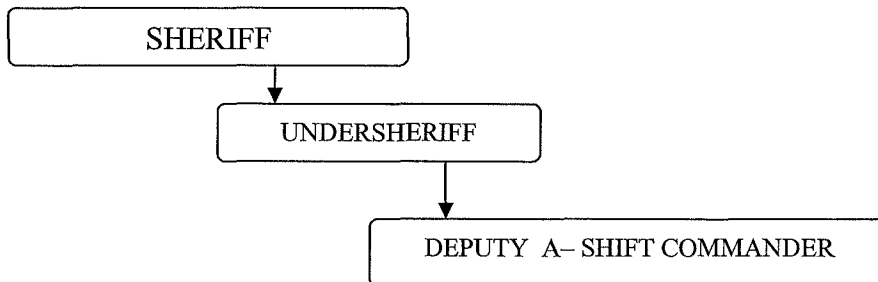
Section III: MISSION ESSENTIAL FUNCTIONS

In the event of activation of the Nassau County COOP, Nassau County Sheriff’s Office will carry out pre-identified Mission Essential Functions. The following chart delineates priorities, responsible organizational unit, function, work effort status, manpower hours and necessary resources for each function.

[insert Mission Essential Functions Chart here.]

Section IV: LINE OF SUCCESSION AND DELEGATION OF AUTHORITY

The Nassau County Sheriff’s office line of succession is established by its general organizational structure (see chart). The delegation of authority for making policy determinations and decisions and assigning resources follows this line of succession, and is supported by County and Departmental operational policies.



NASSAU COUNTY COOP PLAN

1. The Sheriff is the primary authority responsible for direction and control of all functions and resources of the Sheriff's Office, as designated by Nassau County Sheriff's Office policies. This pre-delegation of authority covers all operational functions already covered under county policy for this constitutional position, and any emergency policy directives as instituted by the Board of County Commissioners or prevailing governmental body.
2. In the event the Sheriff is unavailable to direct and control functions and resources, Undersheriff shall assume direction and control of Department functions and resources with the same authorities as the Sheriff.
3. In the event the Undersheriff is unavailable to direct and control functions and resources, the Deputy Sheriff - Shift Commander shall assume direction and control of Department functions and resources with the same authorities as the Sheriff.
4. In the event the Deputy Sheriff - Shift Commander is unavailable to direct and control Sheriff's Office functions and resources, the governing body shall designate an appropriate representative to assume direction and control of Department functions and resources with the all the authorities of the constitutional position. This designation shall be temporary, until such time as the Sheriff's Office has the capabilities of resuming responsibility for assigned functions.

Section V: DESIGNATED ALTERNATE FACILITIES

1. Location of Alternate Facility

Should the Sheriff's Office be unable to maintain operations at their headquarters facility, due to an event requiring activation of the Nassau County COOP, the following locations will be considered as an alternate facility:

- a. Primary Alternate Facility - _____ .
This facility has the capacity to house all Sheriff's Office operations and provide secured areas for critical equipment and supplies.
- b. Secondary Alternate Facility - _____ .
This facility provides capacity for partial operations of the department. Some mission essential functions of the Division would have to be performed from an additional location.
- c. Tertiary Alternate Facility - In the event neither the primary or secondary facilities are available for use, the designated Nassau County Emergency Operations Center (EOC) will be the site of operations for the Sheriff's Office. It is assumed that this location

will be used when a major disaster event has impacted the county and the Board of County Commissioners has declared a Local State of Emergency.

2. Activation of Alternate Facility

- a. The determination of an Alternate Facility for Sheriff's Office personnel will be made at the time of activation by the Sheriff, in coordination with the Emergency Management Director, and will be based on the incident or threat thereof, risk assessments, and execution time frame. If only the agency's complex is inaccessible and there is no threat to the vicinity of other Nassau County facilities, the Primary alternate facility will be activated. If that facility is threatened or is not available, the Secondary alternate facility will be activated. In extreme situations, the Nassau County Emergency Operations Center (EOC) will provide operational support for Sheriff's Office functions.
- b. If none of the pre-designated facilities are available for use, the Sheriff will evaluate other facilities based on existing capabilities and the capacity to perform the mission essential functions. Criteria for selection of the facilities are in Section IV-1 of the Nassau County COOP.
- c. If a threat exists in Nassau County vicinity such that no suitable or safe location may be designated as an alternate facility, the Sheriff, in coordination with the Emergency Management Director will select a location based on situational circumstances.

3. Essential/Non-Essential Personnel

Sheriff's Office staff identified as essential personnel will be required to report for activation, and will consist of the Sheriff, Undersheriff, all shift commanders, all administrative/clerical staff, and _____.

All other personnel will be considered as non-essential personnel, but may be re-classified as essential personnel in order to respond if specific circumstances of the event require augmentation of staff.

4. Notification of Sheriff's Office Personnel

During Normal Business Hours: Notification of essential division personnel will be made by the following methods, by order of priority:

- VHF radio
- Nextel phone/radio or pager (if available)
- Direct contact by messenger

During Off-duty Hours: Notification of essential department personnel will be made by the following methods, by order of priority:

- Telephone, cell phone or pager

- Direct contact by messenger

5. Mission Essential Functions

Upon activation of an alternate facility, Nassau County Sheriff's Office personnel will begin providing support for the following functions in the following priority:

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

6. Establishment of Communications

The deploying personnel will have the ability to retain communications while in transit through mobile VHF units, programmed with common channels for the Sheriff's Office, Nassau County 911 Communications, Nassau County Fire/Rescue, Nassau County Road and Bridge and Nassau County Emergency Management. Relocation to an alternate facility may eliminate the availability of a base VHF unit, and will require portable communications equipment to maintain coordination with mobile field units. All communications will be in plain text.

Should VHF communications be unavailable, the following communications priorities will be used:

- Nextel cell phone /radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)

7. Duty Assignments - Alternate Facility

Incident Command: The Sheriff will have responsibility for direction and control of the overall operation of the alternate facility, including the following duties:

- Direct and Control all law enforcement operations
- Coordinate notification of essential personnel
- Coordinate facility set-up
- Coordinate establishment of communications within department and with outside agencies
- Coordinate the delivery of mission essential functions

Operations Chief: The Undersheriff will be designated as Operations Chief and will assume the following duties:

- Coordinate situation assessment and work status
- Coordinate resource status and projected resource and logistics needs
- Coordinate with Incident Command to schedule personnel assignments

Finance Administration Clerk: The Administrative Assistant will be designated as documentation clerk and will be responsible for the following tasks:

- Prepare all records and documentation for purchase, procurement, payroll, work assignments,
- Coordinate status of all resources with Operations Chief and/or Incident Commander
- Maintain log of all events and activities during activation of the plan

8. Additional Personnel Assignments: The Sheriff and/or Incident Commander will have the authority to make duty assignments for additional personnel based on the level of operation, priority tasks, qualifications of personnel and available resources.

Section VI: INTEROPERABLE COMMUNICATIONS

The capabilities of communications at an alternate facility may be compromised at the time of a disaster event. At a minimum, direct communications will be established with all Critical Service Agencies by any means possible. Potential communications systems that will be used, by order of priority, include:

- Land-line telephone
- VHF radio
- Nextel cell phone/radio
- Satellite phone (available through Nassau County Emergency Management)
- Amateur Radio Emergency Service (ARES)
- Direct contact by messenger

Section VII: VITAL RECORDS AND DATABASES

1. Vital Records

Nassau County Sheriff's Office performs routine back-up of all computer data and records on a monthly basis. Compact discs with back-up data are stored both on-site and off-site. Off-site storage of data is maintained at the _____.

Should the normal operational equipment at the Sheriff's primary headquarters be unavailable for use, additional computer and administrative equipment will be

accessed from a non-essential County department, or through the Nassau County EOC.

2. Drive-Away Kit

Nassau County Sheriff's office maintains a drive-away kit in its primary headquarters. This kit consists of:

- COOP operational checklists
- Emergency Operations Plan
- Copies of all operational forms
- Employee/personnel contact information and records

Information in the drive-away kit is updated as necessary, when new forms are instituted and/or changes in personnel contact information and statuses have occurred.