

**CONTINUITY OF OPERATIONS PLAN (COOP)
Escambia County**

Escambia County Fire-Rescue

May 2007



WARNING: This Appendix contains information pertaining to the deployment, mobilization, and tactical operations of Escambia Department of Fire-Rescue in response to emergencies and is exempt from public disclosure under the provisions of section 281.301, Florida Statutes.

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If you are in the middle of an emergency go directly to Appendix A of this Plan for recovery direction and checklists.

SECTION I: INTRODUCTION

I-1 Purpose

This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure the execution of the mission essential functions for the Escambia County Fire-Rescue Department (Fire Rescue) in the event that an emergency in Escambia County, Florida threatens or incapacitates operations forcing the relocation of selected personnel, fire stations, or Fire-Rescue Administrative offices and their functions as required.

This COOP plan will incorporate recovery options and operations for the sixteen fire stations, five sub-stations and the Fire-Rescue Headquarters (HQ) (administrative offices). The Fire Stations are capable of working independently during disaster operations and can maintain self-sufficiency up to 24 hours. This plan will focus on the Continuity of Operations of Fire-Rescue HQ. Fire-Rescue HQ as the critical coordination, communication and supply hub for the Escambia County Fire-Rescue Department is critical to Fire-Rescue response and therefore is a primary recovery objective.

The event that causes a COOP plan initiation or Fire HQ relocation will not necessarily trigger an Emergency Operations Center (EOC) activation. Therefore, the recovery actions outlined in this document will not be facilitated through the EOC nor necessarily be executed during a local, county, or state emergency condition. However, in the case of a countywide disruption of critical services, the EOC will remain the central hub for coordination of these services as soon as the EOC is active at its alternate site.

This Continuity of Operations (COOP) Plan outlines actions to be taken by Fire-Rescue during a disaster or emergency:

- a. Ensure that Fire-Rescue is prepared to respond to emergencies, recover from, and mitigate against their impacts.
- b. Ensure that the Fire-Rescue is prepared to provide the following mission essential/critical services:
 1. Manage and coordinate county-wide fire detection, suppression, and prevention services at critical facilities, and to staff command teams at incident sites during emergency operations, as needed, in over all support of the Escambia County Comprehensive Emergency Management Plan.
 2. Assist with emergency evacuations and re-entry of threatened areas of the county.
 3. Assist in conducting a needs assessment during initial emergency response and recovery phases.
 4. Coordinate firefighting personnel and resources to conduct emergency response and recovery operations, as needed.

I-2 Applicability and Scope

- a. This document is applicable to Escambia County Fire-Rescue Department.
- b. Support from other local agencies as described herein will be coordinated with the responsible office as applicable.
- c. The Administrative functions specific to Fire-Rescue are addressed in this plan.
- d. A separate Continuity of Operations Plan (COOP) will be developed for the Escambia County, Department of Public Safety, Division of Emergency Management, Emergency Medical Services (EMS), Sheriff's Department, 911/Communications, and Public Works/Engineering.

I-3 Succession

This document supersedes any other documents for the Division of Emergency Management related to emergency operations requiring relocation to alternate facilities.

I-4 Authorities

- a. Chapter 252; Chapter 252.365(s), (2), (3), Florida Statutes.
- b. Executive Order 01-262 (Emergency Management) dated September 11, 2001.
- c. Chapter No. 2002-43, Florida Statutes.
- d. Executive Order 01-300, Dated October 11, 2001.
- e. Escambia County Municipal Code 1985 § 1-24-76, Chapter 37, Section 31-31 to 31-42.

SECTION II: CONCEPT OF OPERATIONS

II-1 Objectives

The objective of this COOP is to ensure that a viable capability exists to continue essential Fire-Rescue functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible. The objectives of this plan include:

- a. Ensure the continuous performance of the Fire-Rescue functions/operations during an emergency;
- b. Protect essential facilities, equipment, records, and other assets;
- c. Reduce or mitigate disruptions to operations;
- d. Reduce loss of life, minimize damage and losses;
- e. Identify and designate principals and support staff to be relocated;
- f. Facilitate decision-making for execution of the plan and the subsequent conduct of operations; and
- g. Achieve a timely and orderly recovery from the emergency and resumption of full service.

II-2 Planning Considerations and Assumptions

In accordance with State guidance and emergency management principles, a viable COOP capability:

- a. Must be maintained at a high-level of readiness;
- b. Must be capable of implementation both with and without warning;
- c. Must be operational no later than six hours after activation;
- d. Must maintain sustained operations for up to 30 days; and
- e. Should take maximum advantage of existing state or federal and local government infrastructures.

II-3 Planning Assumptions

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

- a. Personnel and other resources from Mutual-Aid and other organizations outside the affected area will be made available if required to continue essential operations.
- b. Relocation facilities and/or alternate relocation facilities will not be affected by the disruption, to include fire stations. If the primary relocation facility is threatened or disrupted, staff will deploy to a secondary pre-designated alternate operating facility (Appendix B).

- c. Appendix E documents a suggested alternate site inventory. This inventory provides sufficient support equipment to provide administrative support operations for 30 days.
- d. Communications will be interrupted. Alternate communication means will be relied upon heavily.
- e. Mitigation control measures have been taken to ensure an easy relocation transition to include the following:
 - 1. All “paper” vital records have been backed-up electronically and can be reproduced if necessary.
 - 2. All electronic data has been backed up off site and can be accessed from an established network.
 - 3. An MOU(s) has been put in place to acquire use of the alternate facility and to detail responsibilities, level of infrastructure, logistical support, etc. Provisions of joint development with the alternate facility manager are covered therein and use of the alternate site/s for at least 30 days is assured. Alternate site has been prepared to receive designated phone and data lines.
- f. All of the “relocation” models *assume* the interconnectivity of data systems remain intact or are available from a back-up computer site.
- g. The recovery period is dictated by the incident and will initiate a recovery timeline any where between 12 to 96 hours to replicate the Fire-Rescue Administrative (Headquarters) support and the systems considered essential to support operations.

II-4 Incident Management Overview

Fire-Rescue functions under a structured management concept called Incident Management. Incident Management refers to the predetermined actions, which are performed immediately following emergency response, and before specific recovery actions commence. The Incident Management concept, through which any incident can be managed, incorporates a hierarchical unified command structure, which organizes senior managers and key employees into specifically focused recovery teams.

II-5 COOP Execution

Continuity of Operations Planning arises from the possibility of occurrence of both short lived incidents such as power outages or communications failures, and catastrophic events such as fires, terrorism, hurricanes, or severe storms affecting the Fire-Rescue critical service to the County. The following are scenarios that could mandate the activation of the Fire-Rescue COOP.

- 1. Any station that is closed to normal business activities as a result of an event or credible threats of an event that would preclude access or use of the station.
- 2. Any station that is closed as a result of the direct impact of a disaster.

- a. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate a station. The County Fire Chief may activate the COOP. The relevant alternate facility will be activated at the discretion of the Chief. In case of such an incident requiring evacuation of the existing facility, all staff members on duty will assist in ensuring the safety and accountability of personnel and visitors to the facility.
- b. Designated Fire-Rescue Headquarters (HQ) Personnel will gather at the designated alternate facility and will ensure the mission essential functions of the closed primary facility are maintained and capable of being performed at the alternate facility until full operations are re-established at the primary facility.
- c. The Fire-Rescue may assign supplemental staff from local stations, as needed. Fire Rescue HQ staff will serve as an initial relocation team for COOP activation and alternate site activation.
- d. Fire-Rescue HQ will relocate temporarily to the alternate facility and will be responsible to continue mission essential functions within twelve hours and for a period up to 30 days.
- e. All Fire-Rescue HQ staff necessary to perform the mission essential functions will need to be contacted and advised to report to the alternate facility.
- f. Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the Fire-Rescue COOP will be executed in response to a full-range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures.
- g. **WARNING:** It is expected that, in most cases, the Fire-Rescue 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 Fire-Rescue COOP with a complete and orderly alert, notification of all personnel and a timely alternate site relocation.
- h. **NON-WARNING:** Without warning, the process becomes less routine, and potentially more serious and difficult. The ability to execute the Fire-Rescue COOP 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 personnel are present in the effected facility or in the surrounding area.
- i. Positive personnel accountability throughout all phases of emergencies, including COOP activation, is of utmost concern, especially if the emergency occurs without warning, during duty hours.

II-6 Implementation Phase

The purpose of the Implementation Phase 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. This plan is designed to provide a flexible response in 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 or off-duty at home or elsewhere, and possibly, the extent of damage to the facility and its occupants.

- **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.
- **Major Disaster.** Any disaster that will likely 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.
- **Catastrophic Disaster.** Any disaster that will require massive State and federal assistance, including immediate military involvement. Federal assistance will involve response as well as recovery needs.

Strategic and multi-year planning processes that include sustenance funding requirements ensure on-going maintenance as a vital function of this plan.

II-7 Fire-Rescue Incident Management Team

Incident Management Team: The Incident Management Team is primarily responsible for advising and assisting with Fire-Rescue Recovery Operations. The Incident Management Team is made-up of the Fire-Rescue HQ staff who play an influential role by assisting with plan development, alternate site relocations, coordination of special recovery activities (e.g. resource procurement, damage assessments, clean-up and restoration, and supplemental planning), and monitoring the activities of the functional recovery. The Fire Chief will designate the team leader. The Teams specific responsibility include:

- a. The assessment of damage to the facility after an incident.
- b. The recommendation of an emergency response strategy to the Fire Chief.
- c. Assist in the decision to relocate critical Fire-Rescue functions, Fire-Rescue HQ, and/or an affected Fire Station.
- d. Contact of Facility Managers/Station Chief at alternate facilities and the initial set-up and activation of an alternate site.

II-8 Damage Assessments

Fire-Rescue's primary mission is to maintain fire service and response coordination. In the case, where the Fire-Rescue HQ has been adversely affected by an incident the determination must be made to recover the primary site or relocate to a secondary site. The Site Restoration Action Plan (Appendix H) includes checklists and procedures to assist in the relocation decision.

In addition to the decision to relocate to an alternate facility, Fire-Rescue will need to procure equipment to maintain an active Fire-Rescue HQ. Computers, telecommunications, and office equipment, may be salvageable from the primary relocation and can be repaired and used in the reconstituted HQ.

II-9 Alternate Relocation Facilities

- a. The determination of the alternate relocation site will be made at the time of activation by the Fire Chief and will be based on the incident, threat, risk assessments, execution timeframe, and recommendations made by the Fire-Rescue HQ staff. Affected stations will be directed to co-locate with a near-by station, and will respond from that station. If only the Fire-Rescue HQ facility is inaccessible and there is no threat in the surrounding area, The Fire-Rescue HQ will be moved to the primary alternate facility. If the surrounding area is threatened or the primary alternate facility is not available, a secondary facility will need to be chosen.
- b. A list of possible secondary alternative facilities should be maintained to assist in the decision-making process if needed (Appendix B).
- c. To ensure the adequacy of assigned space and other resources, all possible alternate facilities included in the appendices will, at a minimum, be reviewed by Fire-Rescue annually. The Fire Chief will be advised of the results of this review and any updates to the COOP Plan.

II-10 Mission Essential Functions

It is important to establish priorities before an emergency to ensure that the relocated staff can complete the mission essential functions. All Fire-Rescue personnel shall ensure that mission essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission essential must be deferred until additional personnel and resources become available. The mission critical functions are included as part of the Critical Recovery Outline, Appendix G.

Fire-Rescue Mission Critical Functions:

1. Fire-Rescue Strategic Planning
2. Station Supply Orders
3. Truck and Apparatus Fuel Vouchers
4. Manage the staffing & scheduling of all career personnel in the department.
5. Manage the training of all career personnel in the department.

II-11 Delineation of Mission Essential Functions

- a. If for any reason Fire-Rescue cannot assume or maintain continuous performance of mission essential functions, the Division of Emergency Management will request Mutual-Aid support.
- b. The Florida Department of Emergency Management will then assist Escambia County through Mutual Aid, to maintain the Fire-Rescue mission essential function until Fire-Rescue functions can return to normal.

II-12 Warning Conditions

- a. **WARNING:** It is expected that, in most cases, the Fire-Rescue will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and deployment.
- b. **NON-WARNING:** The ability to execute the COOP 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.
 1. Non-Duty Hours. Fire-Rescue staff should be able to be alerted and activated to support operations for the duration of the emergency.
 2. Duty Hours. If possible, the COOP will be activated and designated staff will be deployed as directed to support operations for the duration of the emergency.

II-13 Direction and Control

Authorized Fire-Rescue successors to the Fire Chief are listed in Appendix C. Lines of succession shall be maintained by all Fire-Rescue organizational elements, reporting to the Fire Chief 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.

II-14 Operational Hours

- a. During Fire-Rescue COOP non-emergency operations, the Fire Chief will determine the hours of work for the Fire-Rescue HQ staff.
- b. Fire-Rescue HQ staff must be prepared to support a 24-hours, 7-days-a-week operation during emergency operations.

II-15 Notification

- a. **Alert Procedures.** If the situation allows for warning, Fire-Rescue HQ staff may be alerted prior to activation of the COOP. In all situations allowing for an alert the procedures must include notification of all Fire-Rescue HQ personnel.
 1. Information and guidance for Fire-Rescue HQ staff will normally be initialized through the Pager System.
 2. The secondary notification system will be through 911/Communications Dialogic. The Dialogic Communication System will provide specific instructions detailing emergency procedures and/or Fire-Rescue COOP activation.
 3. The third notification System will be through the notification list Appendix C.

- b. **Notification Procedures.** Upon notification to activate the Fire-Rescue COOP:
 1. The Fire Chief will notify all Fire-Rescue personnel through the notification process the current situation and that the COOP is being activated.
 2. The Fire Chief will notify DEM and update with the current situation and that the COOP is being activated.

SECTION III: RESPONSIBILITIES AND PROCEDURES

III-1 Key Personnel and Group Responsibilities and Procedures

Responsibilities and checklists are documented throughout this plan outlining the procedures necessary to select and relocate Fire-Rescue to an alternate site. The Critical Recovery Outline is located in Appendix G and addressed in Section V. The Site Restoration Action Plan for the alternate site is located in Appendix H as a checklist. Specific COOP duties are outlined in Section V.

III-2 Personnel Coordination

- a. The Fire Chief will assign Fire Station relocation. Displaced Fire Station personnel and accommodating station personnel are responsible for the initial set-up and activation of station relocation and coordination. The relocated station will follow direction and the command of the host Station Chief.
- b. The Fire-Rescue HQ staff is responsible for the initial set-up and activation of their designated alternate site. HQ staff relocated to a station as an alternate site continues to be commanded by the Fire Chief.
- c. All requests for personnel augmentation for Fire-Rescue must be coordinated through Fire-Rescue HQ and the Fire Chief.

III-3 Delegation of Authority

Essentially there are three types of authority which lend themselves to delegation: Leadership, Disaster Declaration/COOP initiation, and Procurement.

- a. Leadership succession is detailed in Appendix C. The delegation of authority exists as long as the agencies warrant and/or the surviving leadership of the amalgamated jurisdiction feels it necessary.
- b. Declarative authority is bestowed and revoked in parallel to leadership succession.
- c. Procurement authority is vested only in certified contracting officers for the agency and can only be taken up by direct authorization of the jurisdiction's overarching procurement authority.

III-4 Vital Records and Databases

- a. One Fire-Rescue COOP objective is to ensure the protection of vital records, regardless of media type, that are needed to support mission essential functions under all emergency conditions.
- b. Types of vital records and databases may include:
 1. Annual Inspection Reports
 2. CEMP-Comprehensive Emergency Management Plan
 3. Emergency Response Plans

4. Standard Operating Procedures
5. Electronic Data
6. Payroll
7. Certification

III-5 Evacuation Kit

The Evacuation Kit is an inventory of essential items, files, computers, and documents designated as important and are desired resources for use at the alternate location. Fire HQ does not maintain evacuation kits, Appendix D outlines an inventory of what should be taken from an affected site if a relocation is imminent during a *Warning Condition*.

- a. The Assistant Fire Chief is responsible for providing guidance to staff on the requirement for and the contents of these evacuation kits, which may contain such items as software, databases, publications, laptop computers, etc.
- b. Since key fire personnel have been issued cell phones and PDAs, it is imperative these devices are kept on the persons of these staff at all times, data within them is current, and that additional batteries and chargers are readily available. Electronic media (compact disk, floppy disk, or flash drives) with current electronic copies of all critical documents for key Fire personnel (kept on their persons at all times) might also be considered as tertiary redundancy.
- c. It is strongly recommended and highly encouraged that essential items and data be pre-positioned at the secondary EOC site or other off-site location instead of being carried in evacuation kits, because Fire Staff may be at home when the order to deploy is received and access to evacuation kits may be difficult or impossible.

III-6 Telecommunications and Information System Support

- a. Telecommunications capabilities at the potential alternate facilities are minimally sufficient for the performance of mission essential functions under the COOP. Necessary information systems and communications (wired and wireless) support at the potential alternate facilities are provided by Information Resources. The Communications Division will provide mobile communications support.
- b. It is imperative that Fire-Rescue ensures 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 potential alternate facilities.
- c. It is recommended that this agency undertake procedures for the secure, off-site storage of duplicate records, secure off-site backup of records/data, and

pre-positioning of vital records/databases at the alternate facility. These back ups should be updated frequently (monthly), preferably in mirrored, real-time.

III-7 Security and Access Controls

The Fire Chief will ensure all necessary security and access controls are provided at the alternate facility. Also, the Fire Chief will ensure the primary Fire-Rescue HQ is secured during COOP operations.

SECTION IV: PHASE I - ACTIVATION

The following procedures are specific to the relocation and continuity of operations of Fire-Rescue HQ. The re-location and co-location of personnel from a displaced Fire Station with another is a Standard Operating Procedure and will not be addressed hereafter.

In general, the following procedures are to be followed in the execution of the Fire-Rescue HQ COOP, in the event this agency is subjected to an environment that is threatened, diminished, or incapacitated. 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, and the extent of damage to the 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 events or threats thereof.

IV-1 Notification Process

- a. The Fire-Rescue notification process as related to COOP activation should, if necessary, allow for a smooth transition of the Fire-Rescue HQ personnel to an alternate facility to continue the execution of mission essential functions across a wide range of potential emergencies. Notification may be in the form of:
 1. A Pager notification to the Fire-Rescue HQ staff that relocation is imminent.
 2. An announcement (dialogic, cellular call, or verbal) of a Fire-Rescue COOP activation that directs the Fire-Rescue HQ staff to report to the designated alternate relocation site and provide instructions regarding movement, reporting, and transportation details.
 3. Upon receipt of a COOP alert from the Fire Chief or a designated successor will notify the Fire-Rescue HQ staff via Pager system or alternate notification system.

IV-2 Initial Actions

- a. Based on the situation and circumstance of the event, the Fire Rescue HQ staff will evaluate the capability and capacity levels required to support the current mission essential functions of the effected HQ and select an appropriate alternate site.
- b. The Fire Chief directs the immediate deploy of select Incident Management Team members to the designated alternate site.
- c. Fire Chief notifies the alternate site Facility Manager/Station Chief to expect the relocation of the Fire-Rescue HQ operations.

- d. The Fire-Rescue HQ staff will report to the alternate site to resume HQ mission essential functions.
- e. All Fire-Rescue HQ staff that has established evacuation kits ensures that they are complete with current documents and equipment, and commence movement of the resources.
- f. All Fire-Rescue HQ staff assembles the remaining documents and other assets as required for the performance of mission essential functions and begins preparations for the movement of these resources.
- g. All personnel and sections of the effected facility should implement normal security procedures for areas being vacated.
- h. The security personnel of the effected facility should take appropriate measures to ensure security of the effected facilities and equipment or records remaining in the building.

IV-3 Activation Procedures Duty Hours

- a. The Fire Chief notifies the Fire-Rescue HQ staff of the emergency requiring activation of the Fire-Rescue COOP.
- b. The Fire Chief activates the Fire-Rescue COOP and notifies Fire-Rescue HQ staff.
- c. The Fire Chief notifies the alternate site Facility Manager/Station Chief.
- d. The Fire Chief directs the Fire-Rescue HQ staff to begin preparations to activate the alternate site.
- e. The Fire-Rescue HQ staff immediately deploys to the alternate site to assume mission essential functions.
- f. The tasks in Section IV-2 – Initial Actions are completed in their entirety.

IV-4 Activation Procedures Non-Duty Hours

- a. The Fire Chief notifies the Fire-Rescue HQ staff of the emergency requiring activation of the Fire-Rescue COOP.
- b. The Fire Chief activates the Fire-Rescue COOP and notifies Fire-Rescue HQ staff.
- c. The Fire Chief notifies the alternate site Facility Manager/Station Chief.
- d. The Fire Chief directs the Fire-Rescue HQ staff to begin preparations to activate the alternate site.
- e. The Fire-Rescue HQ staff immediately deploys to the alternate site to assume mission essential functions.
- f. The tasks in Section IV-2 – Initial Actions are completed in their entirety.

IV-5 Deployment and Departure Procedures – Recovery Operations

The Fire Chief will determine allowances for partial pre-deployment of any mission essential functions, which are critical to operations, at the time the Fire-Rescue COOP activation is directed. This determination will be based on the event or the level of threat. The following actions establish general administrative procedures to allow for travel and

transportation to the alternate site. Specific instructions will be provided at the time a deployment is ordered.

- a. The Fire-Rescue HQ staff will activate the alternate site and immediately begin movement taking with them all office evacuation kits, if applicable. This team will most likely use privately owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.
- b. Non-essential staff present at the effected facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information regarding evacuation routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, nonessential personnel will remain at their homes pending further guidance.
- c. Once turned up, all other personnel will most likely commute to the new site using POV's, as well. If already on duty, compensation is earned at regular pay rate during travel time. If not on duty, compensation is unaffected, as any variance will be adjusted after normalization of operations.

IV-6 Transition to Alternate Operations

- a. Following the activation of the Fire-Rescue COOP and establishment of communications links with Fire-Rescue HQ at the alternate site, the Fire Chief or his designated successor orders the cessation of operations at the primary HQ facility.
- b. As appropriate the Division of Emergency Management, Emergency Medical Services, Sheriff's Department, and the Department of Public Safety are notified that Fire-Rescue HQ has been temporarily relocated.
- c. All staff transitioning to the alternate site will receive direction and be controlled via radio or cell phone communication as required.

IV-7 Site Support-Responsibilities

Following notification that a relocation of the Fire –Rescue HQ facility has been ordered or is in progress, the appropriate alternate Facility Manager/Station Chief and the Fire Chief will implement Fire-Rescue COOP Alternate Site-Support Procedures and prepare for the activation of the Fire-Rescue COOP and to receive the Fire-Rescue HQ staff within six hours and be fully functional within twelve hours. Continuity of Operations Fire-Rescue Administration Operations Recovery Standard Operating Procedure, Appendix A.

SECTION V: PHASE II - ALTERNATE OPERATIONS

V-1 Execution of Mission Essential Functions

Upon activation, Fire-Rescue Head Quarters will begin providing support for the following functions:

- a. Ensure that Fire-Rescue is prepared to respond to emergencies, recover from, and mitigate against their impacts.
- b. Ensure that the Fire-Rescue is prepared to provide the following mission essential/critical services:
 1. Manage and coordinate County-wide fire detection, suppression, and prevention services at critical facilities, and to staff command teams at incident sites during emergency operations, as needed, in over all support of the Escambia County Comprehensive Emergency Management Plan.
 2. Assist with emergency evacuations and re-entry of threatened areas of the county.
 3. Assist in conducting a needs assessment during initial emergency response and recovery phases.
- c. Coordinate firefighting personnel and resources to conduct emergency response and recovery operations, as needed.

The Critical Recovery Outline is summarized in Appendix G.

V-2 Establishment of Communications

- a. The Fire-Rescue HQ staff will ensure all necessary and preplanned communications systems are established, adequate, and functioning properly; and
- b. The Fire Chief will coordinate service and correct any faulty or inadequate communications systems.

V-3 Relocation Group Responsibilities

Fire-Rescue HQ staff responsibilities. As soon as possible following his arrival at the designated pre-identified alternate site begin providing support for the following functions:

- a. Ensure alternate facility has sustained electrical power. If not move power generator to alternate location.
- b. Ensure communications connectivity:
 - i. Phone
 - ii. Radio
 - iii. Internet
 - iv. Network

- c. Ensure the alternate facility is set-up to receive Fire-Rescue HQ personnel.
- d. Coordinate transition of the Fire-Rescue mission essential functions to the reconstituted HQ facility.
- e. Team members will begin providing support for the following functions:
 - a. Fire Department
 - b. Fire Inspectors
 - c. Division of Emergency Management
 - d. Emergency Medical Services
 - e. Law Enforcement-Escambia County Sheriff's Department
 - f. 911/Communications
- f. The designated Fire-Rescue HQ staff will disseminate administrative and logistics information to the Division of Emergency management upon arrival. This information should generally cover the operational procedures for the next 12 hours.

V-4 Augmentation of Staff

- a. If it becomes evident that the Fire-Rescue HQ staff cannot ensure the continuous performance of mission essential functions, the Fire Chief will determine the additional positions necessary to ensure the continuous performance of mission essential functions.
- b. The Fire Chief will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.

V-5 Amplification of Guidance to Essential and Non-Essential staff

- a. The Fire-Rescue HQ staff will develop informative memorandum for dissemination to all Fire-Rescue personnel regarding the duration of alternate operations, pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
- b. The Fire Chief will approve this memorandum and Fire Rescue HQ staff will then distribute the document to the relocated personnel and the non-essential staff through appropriate media and other available sources.

V-6 Development of Plans and Schedules for Return to Normal Operations

- a. The Fire-Rescue HQ staff will develop return to normal operations plans and schedules to ensure an orderly transition of all Fire HQ functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
- b. The Fire Chief will approve the plans and schedules prior to the cessation of operations.
- c. The Fire Chief will oversee the return to normal operations process.

SECTION VI: PHASE III RETURN TO NORMAL OPERATIONS

VI-1 Overview

Within 24 hours of an emergency relocation, assigned Fire-Rescue HQ staff will initiate operations to salvage, restore, and recover the effected facilities after the approval of the law enforcement and emergency services involved. See Attachment H. Site restoration procedures will commence when the assigned Fire-Rescue HQ staff 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 perform mission essential functions at the alternate site for up to 30 days.
- b. Begin an orderly return to the effected facility and reconstitute full operations.
- c. Begin to establish a new HQ facility.

VI-2 Procedures

Upon a decision by the Fire Chief that the HQ facility can be reoccupied, or that a different facility will be established as a new HQ facility:

- a. Designated Fire-Rescue HQ staff will oversee the orderly transition of all HQ functions, personnel, equipment, and records from the alternate site to a new or restored HQ facility.
- b. Prior to relocating back to the primary HQ facility or another building, the
- c. Designated Fire-Rescue HQ staff will conduct appropriate security, safety, and health assessments for suitability.
- d. When necessary equipment and documents are in place at the new or restored HQ facility, the staff remaining at the alternate site will transfer mission essential functions and resume normal operations.

VI-3 After-Action Review and Remedial Action Plan

- a. An After-Action Review information collection process will be initiated prior to the cessation of operations at the alternate site. The information to be collected will, at a minimum, include information from any employee working during the Fire-Rescue COOP activation and a review of the strengths and weaknesses at the conclusion of the operations.
- b. The information should be incorporated into a COOP Remedial Action Plan.
- c. Recommendations for changes to the Fire-Rescue COOP and any accompanying documents will be developed and incorporated into the COOP Annual Review Process.

SECTION VII: Plan Maintenance

VII-1 Evaluation Criteria

One of the main purposes of regular testing is to insure operational capability is attainable within 12 hours of COOP initiation.

Paper Test: Review and update of the COOP plan will be performed the second quarter of every year.

Tabletop Exercise: Review and update of the COOP plan will be performed the second quarter of every year.

Live Test: A live test of processing the application at a back-up site should be conducted at least every 3 years. This testing should include application end-to-end testing.

VII-2 Training

The Chief of Emergency Management Division shall ensure the following training requirements to support the COOP are adhered to:

- a. The content and procedures of this COOP are explained to key Fire HQ staff, the IMT, leadership of ECSO, DEM, EMS, IR, as well as the alternate site/s facility manager.
- b. Identify any gaps in the knowledge, skills, or abilities of key support personnel (see VII-2a above) in this COOP and facilitate remediation of those gaps with special training or assignment of individuals who do have the requisite knowledge, skills, or abilities.
- c. Ensure that the testing schedules above are met and the quality of the test is sufficient to identify potential shortcomings in the COOP.
- d. Changes to the COOP from After-Action Reports are not only incorporated into the revised COOP, but also explained to personnel in VII-2a.
- e. Familiarize Incident Management Team with relocation sites infrastructure and amenities.

VII-3 Distribution

The Chief of Emergency Management Division shall ensure the following personnel are copied (at least electronically) on the initial COOP and subsequent revisions:

- a. State of Florida, Florida Department of Emergency Management (FDEM)
- b. Escambia County, Department of Public Safety
- c. Escambia County's Sheriff's Office
- d. Director of Public Works
- e. IR

VII-4 Revisions and Updating

1. The Escambia County DEM is responsible for maintaining and updating this Plan. They will ensure that the agency's plan is viable and operational so that it remains compatible with Florida's CEMP.
2. All County/City departments and agencies are responsible for annual review of their emergency response role and procedures, and provide any changes to the DEM by February 1st of each year.
3. The Plan should be reviewed and updated quarterly with revised pages distributed by the 1st week of the month after the quarter ends.
4. This revised plan shall be submitted to FDEM by December 31st of each year.

APPENDIX A: COOP OPERATIONS RECOVERY PROCEDURE

Use the following checklist to determine and initiate the Fire-Rescue COOP plan.

√	Procedure	Action
	Has an event occurred restricting access to the Fire HQ Administration Building (i.e. bomb threat, hurricane evacuation, fire), or preventing normal operations (i.e. power outage)?	If YES, Call Fire Chief
	If Fire Chief is unavailable call next line officer.	See Appendix B, "Fire Personnel Succession and Call Tree"
	Will any of the following functions be disrupted for more than 3 hours? 1. Ability for Supervisors to support field units with personnel and equipment? <ul style="list-style-type: none"> • Ability to provide back-up response units? • Ability to schedule units and personnel? 	IF YES, Initiate COOP Plan. Call DEM
	Develop COOP Strategy: 1. Relocate or not? 2. What is the expected duration of the relocation? 3. How fast do operations need to be back on-line?	Fire Chief and Assistant Fire Chief will determine COOP strategy.
	Are staff able to enter the Fire HQ administration building and grab evacuation kits?	IF YES, Grab items listed on Evacuation Kit inventory. See Appendix C. "Relocation Evacuation kits"
	Account for all personnel on-duty in Fire HQ building.	
	Has the Bellview Fire Station Location been affected?	If NO, Relocate to Bellview Station If YES, See Alternate Facilities, Appendix D
	Contact Alternate Facility Manager	See Appendix D
	Transfer main Fire HQ number 475-5530 to alternate facility.	Coordinate initial 3 phone line set-up and line transfer.
	Direct all Fire HQ Administration personnel to relocate to alternate site.	Communicate with all Fire Stations and inform units of Fire HQ Administration relocation.
	Fire Chief will designate Assistant Fire Chief to prepare Alternate Site.	See Appendix E "Alternate Site Activation Checklist"
	Identify equipment needed at alternate site.	See Appendix E, "Alternate Site Equipment Inventory"
	Set up alternate site. Begin procedures to acquire any additional resources to sustain operations for up to 30 days.	See Appendix F
	Bring critical functions back on-line.	See Appendix G, "Critical Recovery Outline"
	Make call list notifications and re-establish lines of communication to all critical customers. Inform USPS of new mailing address for prolonged	See call lists

	relocation or ask for "will call service" if short term.	
	Procurement Actions: continue procedures to acquire any additional resources to sustain operations for up to 30 days	Have pre-prepared requisitions for food/catering vendors, and others issued.
	Personnel Actions	Begin staff rotations and institute stress reduction coping strategies that address the health, safety, and well being of all employees and their families.
	Initiate reconstitution & termination of alternate site when applicable.	See Appendix H

APPENDIX C: SUCCESSION AND NOTIFICATION LIST

The following table lists essential personnel and contact information. The line of succession is vertical and the notification communication cascade is vertical.



Chief Succession					
Position		Office Phone (850)	Home Phone (850)	Cell Phone (850)	Pager Number (850)
Chief	Ken Perkins	475-5530		393-0576	470-2834
Deputy Chief	Vacant	475-5530	456-7439	393-0578	470-8964
Fire Marshal	Steve Rinaldi	475-5530			
Battalion Chief	Jim Sanders	475-5530	944-7357	393-0585	470-8666
Battalion Chief	Patrick Grace	475-5530	932-1641	393-0583	436-3891
Battalion Chief	Curt Isakson	475-5530			
Battalion Chief	Paul Williams	475-5530	475-5530	393-4267	

Fire Incident Management Team					
Position		Office Phone (850)	Home Phone (850)	Cell Phone (850)	Pager Number (850)
Payroll	Ivey Lett	475-5530		393-1614	
Fire Chief	Ken Perkins	475-5530		393-0576	470-2834
Deputy Chief	Vacant				
Fire Coordinator	John Sims	475-5530		393-0574	
Battalion Chief	Curt Isakson	475-5530	934-4812	393-0581	470-5986
Battalion Chief	Paul Williams	494-1222	969-1424	393-4267	
Battalion Chief	Patrick Grace	475-5530	932-1641	393-0583	436-3891
Scheduling Back-up Staff					
Battalion Chief	J. Paul Williams	494-1222	969-1424	393-4267	
Lieutenant	Timothy Zoulek	494-1222	995-8352	232-4070	
Lieutenant	Stephen Boothe	494-1222	983-0977	232-5860	

APPENDIX D: EVACUATION KIT INVENTORY

The following is a list of items that should be part of the evacuation kit. The following items should be duplicative of those maintained at the primary location. The Fire Staff responding to the alternate site should have the following:

Evacuation Kit Contents
Cell Phone w/ charger
Radio-800mhz w/charger and extra battery
Computer-Laptop w/ charger
Extra Floppy Disks, CDR, CDRW
Palm Pilot or Rolodex with important contact numbers

If the above listed items are not duplicated at the alternate site, Fire Staff should take all of the above listed items from their normal location to the alternate site in a *Warning Condition*.

If the event occurs Without Warning, Fire Staff should have all of the items deemed critical to job performance duplicated at home.

APPENDIX E: ALTERNATE SITE INVENTORY

The secondary recovery site will need to be prepared to receive Fire Headquarters in the case of relocation. The following inventory is comprehensive enough to mirror the primary site and all of the anticipated material needed to bring the alternate site into full activation.

Description	Quantity
Phones	5
Phone Books	2
Tables	3
Chairs	6
Easels	1
Flip Chart Pads	1
Markers (Colored)	6
White Boards	1
White Board Markers (Colored)	6
Televisions	1
Computers	6
Printers	2
Reams of paper (Dual-use Printers and Fax)	5
Faxes	1
Paper Pads	6
Hard Copies of the CEMP	1
SOP Manuals	1
Pencils	1 box
Pens	1 box
Radios w/chargers and extra batteries	6
Clock	1
County Maps (Big)	1

Necessary Support Files Computer Files and Programs:

File Type	Location
Program: Excel & Info Rad	Station 3 & Station 1
Electronic File: Overtime & Roster	Station 3 & Station 1
Record (Paper Copy/File): Schedule Logbook	Station 3 & Station 1
Payroll Program	H Drive
Voucher- Voucher Logs	H Drive
Forms	H Drive

APPENDIX F: ALTERNATE SITE ACTIVATION CHECKLIST

The highest priority for the Department of Fire-Rescue is to maintain fire-rescue service to the County. During the assessment phase if the functionality of the Fire HQ remains in question, the decision to restore the Fire HQ to an alternate site will be made by the Fire Chief or his designee. The following is a basic checklist to prepare the alternate site for relocation. The IMT will proceed to the alternate site and begin preparations to receive the displaced Fire HQ Staff.

√	Site Preparation Checklist:	Contact # (850)
	Check power at alternate location.	
	Prepare and set-up power generators if necessary.	
	Develop an equipment and supply list. (Utilize any equipment salvageable from primary location.)	
	Contact Administrative Services to assist with equipment transport between facilities is applicable.	595-4960
	Contact Information Resources for hardware and software needs.	595-4990
	Contact Administrative Services, Division of Property Records for office equipment needs.	595-3035 595-0434
	Contact Facilities Management Department, Division of Telecommunications and Utilities for phone systems.	595-4999
	Contact your local office supply vendor for office supplies (i.e. Office Depot)	
	Layout tables and chairs into a usable floor plan.	
	Position and connect phones.	
	Contact Facilities Management Department, Division of Telecommunications and Utilities for phone systems or call phone provider for trouble-shooting and extra line installation.	595-4999
	Set-up and connect computers, printers, and faxes.	
	Check for connectivity. Contact Information Resources to assist with network connectivity.	595-4990
	Set-up Televisions/ Monitors	
	Check for connectivity. Contact local cable provider for troubleshooting.	
	Establish a supply area.	
	Establish a media area.	
	Contact DEM and all Fire Stations by radio.	
	Check Satellite Communications	
	Prepare Fire Staff relocation memorandum.	

APPENDIX G: CRITICAL RECOVERY OUTLINE-SEE SECTION V

The following represents the critical recovery timeline for Fire Rescue. In all scenarios Fire-Rescue Service is supported in any area of the city by 16 stations that can and will work independently of Fire-Rescue HQ and/or each other to meet their critical service to the community until Fire/Rescue HQ coordination can be restored. The re-establishment of a functional Fire-Rescue HQ is the highest priority as the communication and coordination hub of the Escambia County Fire Service.

The following timeline is notional and subject to change depending on severity of the incident, and availability of resources. This timeline's only purpose is to assist in the setting of priorities for critical function reconstitution.

Time Line (Post Incident)	Objectives
Day 1	<ul style="list-style-type: none"> ○ Relocate affected stations and/or Fire-Rescue HQ. ○ The following support functions will be back on line: <ul style="list-style-type: none"> ○ Strategic Planning ○ Scheduling ○ Affected station personnel are co-located at an unaffected local station. ○ The Fire-Rescue HQ is active and managing the emergency. <ul style="list-style-type: none"> ○ Situation Reports ○ Standard operations ○ All lines communications are online. ○ Schedule Media Releases through DEM <ul style="list-style-type: none"> ○ Ensure 911/Communcations are informed of shift of service and alternate locations.
Day 2	<ul style="list-style-type: none"> ○ Maintain Fire-Rescue support and coordination, as needed. ○ The following support functions will be back on line: <ul style="list-style-type: none"> ○ Payroll
Day 3	<ul style="list-style-type: none"> ○ Maintain Fire-Rescue support and coordination, as needed.
1 week	<ul style="list-style-type: none"> ○ Conduct Fire-Rescue business as usual. ○ Determine length of stay at alternate site. ○ Consider current location or alternate location for long-term relocation. ○ Begin development of necessary infrastructure support for relocated personnel or offices. ○ Begin salvage and restoration operations of primary location ○ The following support functions will be back on line: <ul style="list-style-type: none"> ○ Training ○ Accounting and Budgeting
30 days	<ul style="list-style-type: none"> ○ Continue Fire-Rescue station and/or HQ operations until restored site or new site is ready for reconstitution.

APPENDIX H: SITE RESTORATION ACTION PLAN

A designated Fire-Rescue HQ Officer will be the control and coordination point for the development of a site restoration action plan. Planning assistance will be provided by the Facility Managers/Station Captains and designated Fire-Rescue personnel. The following provides a guideline for the development of a site restoration plan.

Time Line (Post Incident)	Objectives
48 hours	Develop a preliminary high level Site Restoration Action Plan, which should include: <ul style="list-style-type: none"> • Objectives and Strategies; • Estimated time line; • Status summary of current salvage and repair efforts.
96 hours	Review preliminary Site Restoration Plan <ul style="list-style-type: none"> • Present status on the extent of computer equipment and communication facilities damage. • Present status of current salvage and repair efforts. • Present recommendations on the overall replacement or repair of equipment and facilities. • Provide estimates of when equipment and facilities can be repaired or replaced. • Provide recommendations on damaged site clean up and disposition of unsalvageable materials. • Identify any short-term site restoration requirements, such as authorization requirements for issuing the required orders to the vendors/county for repair or replacement of computer and telecommunications equipment.
1 Week	Once a strategy is approved for the site restoration, expand the Action Plan. <ul style="list-style-type: none"> • Design a layout of the new or repaired site to accommodate equipment and personnel. Refer to blueprints and floor plans of the existing facility for a representation of requirements before the disaster. • Refer to the Site Restoration Planning Checklist section of this Appendix to assist in the development of a detailed reconstruction plan. • Coordinate the repair or replacement of equipment and facilities with the Building management/ Facilities Manager/ County. • Work with Essential Staff to modify their respective recovery to accommodate the overall restoration.
2 Weeks	Once a strategy is approved for the site restoration, expand the Action Plan. <ul style="list-style-type: none"> • Design a layout of the new or repaired site to accommodate equipment and personnel. Refer to blueprints and floor plans of the existing facility for a representation of requirements before the disaster. • Refer to the Site Restoration Planning Checklist section of this Appendix to assist in the development of a detailed reconstruction plan.

	<ul style="list-style-type: none">• Coordinate the repair or replacement of equipment and facilities with the Building management/ Facilities Manager/ County.• Work with Essential Staff to modify their respective recovery to accommodate the overall restoration.
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EXECUTE SITE RESTORATION PLAN

Designated Fire-Rescue HQ staff will assist with salvage and media reclamation activities. Because equipment and media (e.g. paper, etc) salvage requires special skills, designated Fire-Rescue personnel will lead the salvage and media reclamation effort.

1. Review staffing requirements and notify various stations of any excess personnel available to participate in salvage and media reclamation activities. Personnel normally involved in long-term development activities and those idled due to resource constraints are likely candidates to serve in this capacity.
2. Update salvage related reports and forms as the recovery progresses, communicating any changes in priorities or requirements to the Fire Chief.

RECOVERY STATUS REPORT FORM

(Make Copies of This Form)- See State EOC "Tracker Website" for additional situation reporting forms.

After the Recovery Plan has been activated, you are required to submit periodic Recovery Status Reports.

Name:	
Date:	Time:
Comments:	
Conclusions:	

DAMAGE ASSESSMENT FORMS (Refer to Facilities Management for all
Damage Assessment reports.)

Area:		Assessment							
No.	Description	Water Damage		Smoke Damage		Fire Damage		Estimated Repair	
		Yes	No	Yes	No	Yes	No	Date	Time
1								/	:
2								/	:
3								/	:
4								/	:
5								/	:
6								/	:
7								/	:
8								/	:
9								/	:
Area/ Office:		Infrastructure Assessment							
No.	Description	Physical Damage		Cabling Damage		Operational		Estimated Repair	
		Yes	No	Yes	No	Yes	No	Date	Time
1								/	:
2								/	:
3								/	:
4								/	:
5								/	:
6								/	:
7								/	:
8								/	:
9								/	:
No.	Additional Information								
1									
2									
3									
4									
5									
6									
7									
8									