

3.6.1 – RECORDS DISASTER MITIGATION & RECOVERY PLAN & PROCEDURES

Standard:

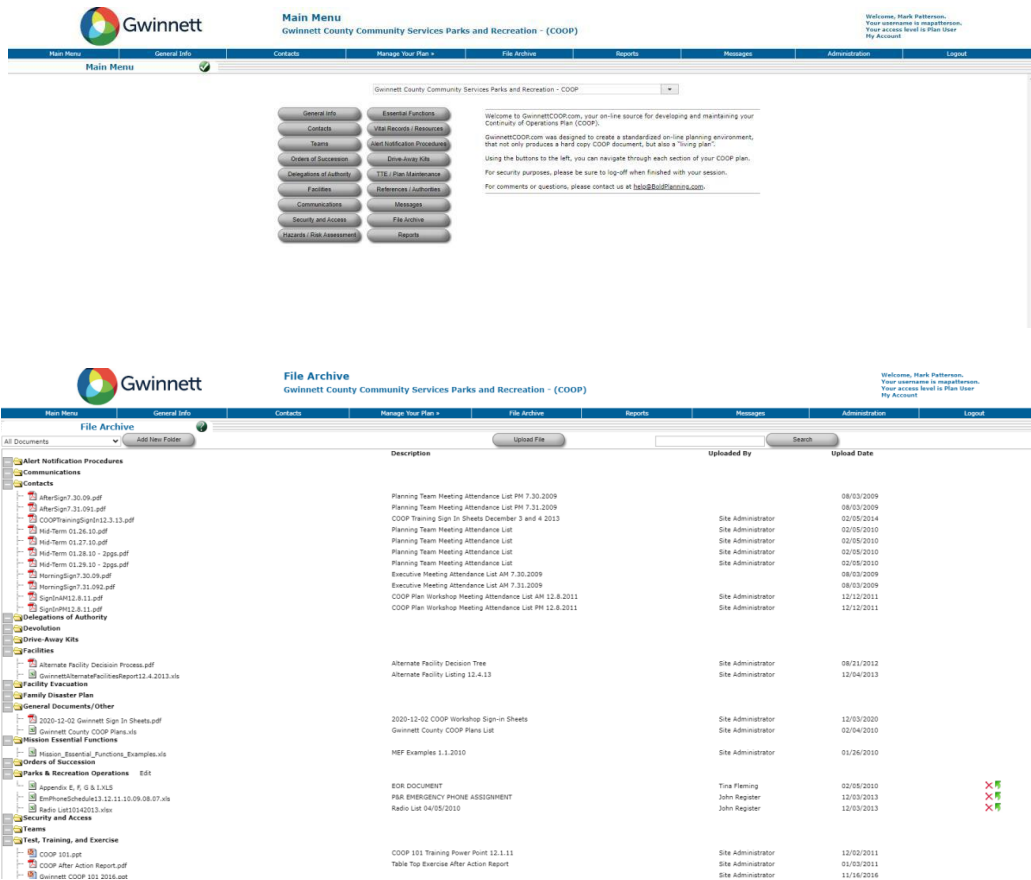
There shall be an established Records Disaster Mitigation and Recovery Plan and Procedures that are periodically reviewed for protecting records, storing them and recovering critical information after a disaster.

Evidence of Compliance:

Gwinnett County Government has individualized software resources that are a combined county-wide effort. Known as the Continuity of Operations Plan, the site provides guidance in the case of any hazard befalling the county, community or individual park site.

GwinnettCOOP.com is behind a secure County firewall and can only be accessed by staff. A live demonstration can be given to reviewers if required.

- COOP Plan Review and Status Report
- COOP Vital Records
- Continuity of Operations Plan



The screenshot displays the Gwinnett COOP web application interface. The top navigation bar includes 'Main Menu', 'General Info', 'Contacts', 'Manage Your Plan', 'File Archive', 'Reports', 'Messages', 'Administration', and 'Logout'. The 'Main Menu' section features a grid of buttons for 'General Info', 'Essential Functions', 'Contacts', 'Vital Records / Resources', 'Orders of Succession', 'Disaster Kits', 'Continuity of Authority', 'COOP Plan Maintenance', 'Facilities', 'Agendas / Journals', 'Communications', 'Messages', 'Security and Access', 'File Archive', and 'Reports'. A welcome message for Mark Patterson is visible in the top right corner.

The 'File Archive' section shows a table of documents with columns for 'Description', 'Uploaded By', and 'Upload Date'. The table lists various files related to COOP planning, including meeting attendance lists, decision trees, and training materials.

Description	Uploaded By	Upload Date
Planning Team Meeting Attendance List PM 7.30.2009		08/03/2009
Planning Team Meeting Attendance List AM 7.31.2009		08/03/2009
COOP Training Sign In Sheets December 3 and 4 2013	Site Administrator	02/05/2014
Planning Team Meeting Attendance List	Site Administrator	02/05/2010
Planning Team Meeting Attendance List	Site Administrator	02/05/2010
Planning Team Meeting Attendance List	Site Administrator	02/05/2010
Executive Meeting Attendance List AM 7.30.2009	Site Administrator	08/03/2009
Executive Meeting Attendance List AM 7.31.2009	Site Administrator	08/03/2009
COOP Plan Workshop Meeting Attendance List AM 12.8.2011	Site Administrator	12/12/2011
COOP Plan Workshop Meeting Attendance List PM 12.8.2011	Site Administrator	12/12/2011
Alternate Facility Decision Tree	Site Administrator	08/21/2012
Alternate Facility Listing 12.4.13	Site Administrator	12/04/2013
2010-12-02 Gwinnett Sign In Sheets.pdf	Site Administrator	11/03/2010
Gwinnett County COOP Plans.xls	Site Administrator	02/04/2010
NEF Examples 1.1.2010	Site Administrator	01/26/2010
FOR DOCUMENT	Tina Fleming	02/05/2010
PAR EMERGENCY PHONE ASSIGNMENT	John Register	12/03/2013
Radio List 04/05/2010	John Register	12/03/2013
COOP 101 Training Power Point 12.1.11	Site Administrator	12/02/2011
Table Top Exercise After Action Report	Site Administrator	01/09/2011
	Site Administrator	01/06/2016

COOP Plan Review and Status Report – Reviewed June 27, 2022

A major component of the planning process is arranging an appropriate amount of time for the formal review of your plans, their contents, and their overall strategy. To assist in addressing this requirement, the GwinnettCOOP.com system has a built-in review grading tool. This review tool provides Project Managers with the ability to review each plan on a section-by-section basis. Once reviewed, a Project Manager can then select an overall grade for that section and provide constructive feedback for plan improvement opportunities.

This report has been generated by the GwinnettCOOP.com system using the results and findings of the Project Managers review process. This report provides Project Managers with overarching visibility to all of their plans, including total plan completeness, improvement opportunities, and overall progress.

The following plans are included in this report:

Gwinnett County Community Services Parks and Recreation – COOP (88% Complete)

Date last reviewed: April 27, 2010

Latest update by Mark Patterson: June 27, 2022

Approval date: Not approved

Planning Team Chief: Community Services Manager John Register – 770.822.8889; John.Register@GwinnettCounty.com

Base Plan	Complete
Annex A – Teams and Responsibilities	In progress
Annex B – Facilities	Complete
Annex C – Mission Essential Functions	In progress
Annex D – Orders of Succession	Complete
Annex E – Delegations of Authority	In progress
Annex F – Alert Notifications	Complete
Annex G – Essential Records and Resources	Complete
Annex H – Drive Away Kits	In progress
Annex I – Communications	Complete
Annex J – Security Access Control	Complete
Annex L – Devolution	Complete
Annex M – Test, Training, and Exercise	Complete
Annex N – Facility Evacuation	Complete
Annex O – Contacts Roster	Complete
Annex Q – Risk Assessment	Complete
Annex R – Risk Specific Action List	In progress

Base Plan (Complete)

- 04.16.2010 AK – Great work in identifying agency for devolution. Make sure you talk with them so they understand what their responsibilities are should they be called on.
- 01.21.2010 KB – Good job overall. For Devolution, I do not believe that the Gwinnett County IT Department can be the Devolution agency for your department. Devolution is where you identify what specific organization may be

called upon to be responsible for your organization's functions assuming your organization is left completely unable to operate after an event. Please update this information in the General Information Section.

Annex A – Teams and Responsibilities (In progress)

- 04.16.2010 AK – Overall, great start. Please add a COOP Role for each team member when applicable. Please add e-mail listings, and phone contact information through the Contacts Database as needed.

Annex B – Facilities (Complete)

- 04.16.2010 AK – Great job identifying alternate locations for your operations. Be sure to continually update the list of required resources through the Alternate Facilities section. Continue to research alternate locations as secondary options
- 01.21.2010 KB – Great job in identifying your alternate facility locations. It is now time for you to concentrate on identifying your required resources to perform your Mission Essential Functions listed in your COOP plan. Please designate which resources are "pre-positioned" at the alternate facility location, along with resources that would have to be "transported" in a COOP enactment. Be sure to update this list periodically.

Annex C – Mission Essential Functions (In progress)

- 04.16.2010 AK – Good start on identifying the Mission Essential Functions. This needs a bit more work, specifically identifying additional functions in Tier 3 or additional Tiers, identifying personnel required to complete these functions (i.e., one technician, one supervisor) and resources required to complete the function (i.e. access to computer and printer).
- 01.21.2010 KB – Good job on identifying Mission Essential Functions. When assigning number of personnel required be specific, not three, but two clerks and one supervisor. This will allow you to assign personnel to complete the mission essential functions based on the function's priority and available personnel.

Annex D – Orders of Succession (Complete)

- 04.16.2010 AK – Great job on designating successions for COOP leadership positions. Good job also in adding additional positions with lines of succession. Note that this section needs to be updated regularly as staff changes occur within the organization.

Annex E – Delegations of Authority (In progress)

- 04.16.2010 AK – The Delegations of Authority Section is not completed as of this date. Please delegate personnel for the listed functions and for any others that are necessary for your organization. You will need to identify personnel who are responsible for these tasks if the person who normally signs off is unavailable or incapacitated.
- 01.21.2010 KB – Looking at the titles of the individuals assigned to the delegations, it looks like you have the person who is doing the job now listed. For delegations, you are not looking for the person who signs for these authorizations now, rather the person who would sign in their absence. For example, if Matt signs for travel authorization under normal circumstances, who would be able to sign that authorization if Matt was incapacitated?

Annex F – Alert Notifications (Complete)

- 04.16.2010 AK – This Notification section looks good. Please review the standard notification procedures periodically in the system and modify as necessary for your organization. It is suggested that the associated personnel listed in the COOP plan submit personnel phone and mobile/pager numbers. This information can be entered into the Contact Database, or it can be uploaded into the File Archive for greater privacy. If you have questions or need additional assistance, you can contact us at any time at 615.469.5558.
- 01.21.2010 KB – Great job in adding COOP staff through the Contacts Database. Please review the standard notification procedures in the system and modify as necessary for your organization. This is a very important section of COOP. Getting your message out to your people in a COOP event is critical to keeping people informed as to what they should be doing (coming into work, working from home, going to an alternate facility, etc.). You likely have a system in place now to contact your staff in an emergency, for example a phone tree or an

announcement on a local TV station. It would be a good idea to at least reference them in this section and attach them in the File Archives.

Annex G – Essential Records and Resources (Complete)

- 04.16.2010 AK – Great job identifying your Essential Records. Great job in identifying the Essential Records and systems for your organization. For each record, please continue to update and refine the details for each Record for during a relocation event, these Essential Records will be the core necessities for use at the new facility. If these systems are maintained by an organization outside of your own, then provide contact information for appropriate individuals.
- 01.21.2010 KB – Great start on the Essential Records Section. Please make sure each record lists all duplication, protection protocol as well as the date checked for accuracy.

Annex H – Drive Away Kits (In progress)

- 04.16.2010 AK – Good. Don't forget you can enter specific kits for your division. Remember to allocate quantities. You may also remove those items from the list you do not need in your kits.
- 01.21.2010 KB – Please use our basic Drive Away Kits as a starter template and add to this as necessary. Remember, to allocate quantities, and you can always add drive-away-kits specific to your facility.

Annex I – Communications (Complete)

- 04.16.2010 AK – Good job detailing the specifications for your communications items. Continue to monitor this list for correction. As a reminder, this listing is generated from the Alternate Facilities Section of the system.
- 01.21.2010 KB – This section will populate when you identify your alternate facility or facilities. When you complete your Alternate Facilities and include any communication equipment under the Resources Required to Perform Mission Essential Functions field ("Type" drop-down box), you will need to complete the categorization for the communications equipment identified for them. Internal use would be a phone you call internally with, while external would be a phone you could use to dial out of the building. Mobile would indicate a cell phone. Secure would indicate you have to dial a password to access the device.

Annex J – Security Access Control (Complete)

- 04.16.2010 AK – Good job on identifying Security and Access information for listed facilities. Be sure to work with the facilities to determine all access controls and evacuation procedures.
- 01.21.2010 KB – Great job listing all your locations. Where relevant, please use the following examples to update information for all locations including alternate facilities. Examples of access control would include metal detectors, x-ray machines, photo ID cards, swipe cards, and visitors' ID passes. Examples of physical security would be - posting of security officer and fencing. Examples of communication security would include password protection of computers, PIN number access to phones, and telephones restricted to staff use only. Examples of cyber security would include internet access password limited, systems have firewall, and passwords are changed on a regular basis.

Annex L – Devolution (Complete)

- 04.16.2010 AK – Nice work. Don't forget that if you have any documents related to Devolution to upload them on the File Archive.
- 01.21.2010 KB – I do not believe that the Gwinnett County IT Department can be the Devolution agency for your department. Devolution is where you identify what specific organization may be called upon to be responsible for your organization's functions assuming your organization is left completely unable to operate after an event. Please update this information in the General Information Section.

Annex M – Test, Training, and Exercise (Complete)

- 04.16.2010 AK – Good job. Continue to add to this list as more Training and Exercise events take place. Add any past or future drills/exercises that relate to COOP planning. Also, add Maintenance Item to your Plan Maintenance section and discuss how the plan will be reviewed and kept current.

Annex N – Facility Evacuation (Complete)

- 04.16.2010 AK – Please refine this base plan as necessary for use by your organization. Don't forget, if you have specific procedures upload them on the File Archive.
- 01.21.2010 KB – Great job listing all the park locations and thinking through how evacuations would be processed. Continue to work with Facilities and the Emergency Manager to identify standard procedures as well as unique procedures for these locations.

Annex O – Contacts Roster (Complete)

- 04.16.2010 AK – Great job in adding COOP staff through the Contacts Database. Remember to review and update Contacts regularly to keep the plan current.
- 01.21.2010 KB – Great job in adding COOP staff through the Contacts Database. Please continue adding COOP Roles to Team members. Remember to review and update Contacts regularly to keep the plan current. Continue to add email addresses for all contacts and provide additional phone numbers, etc. as applicable.

Annex Q – Risk Assessment (Complete)

- 04.16.2010 AK – Great job identifying the risks for your organization. Be sure to update when other risks are presented.

Annex R – Risk Specific Action List (In progress)

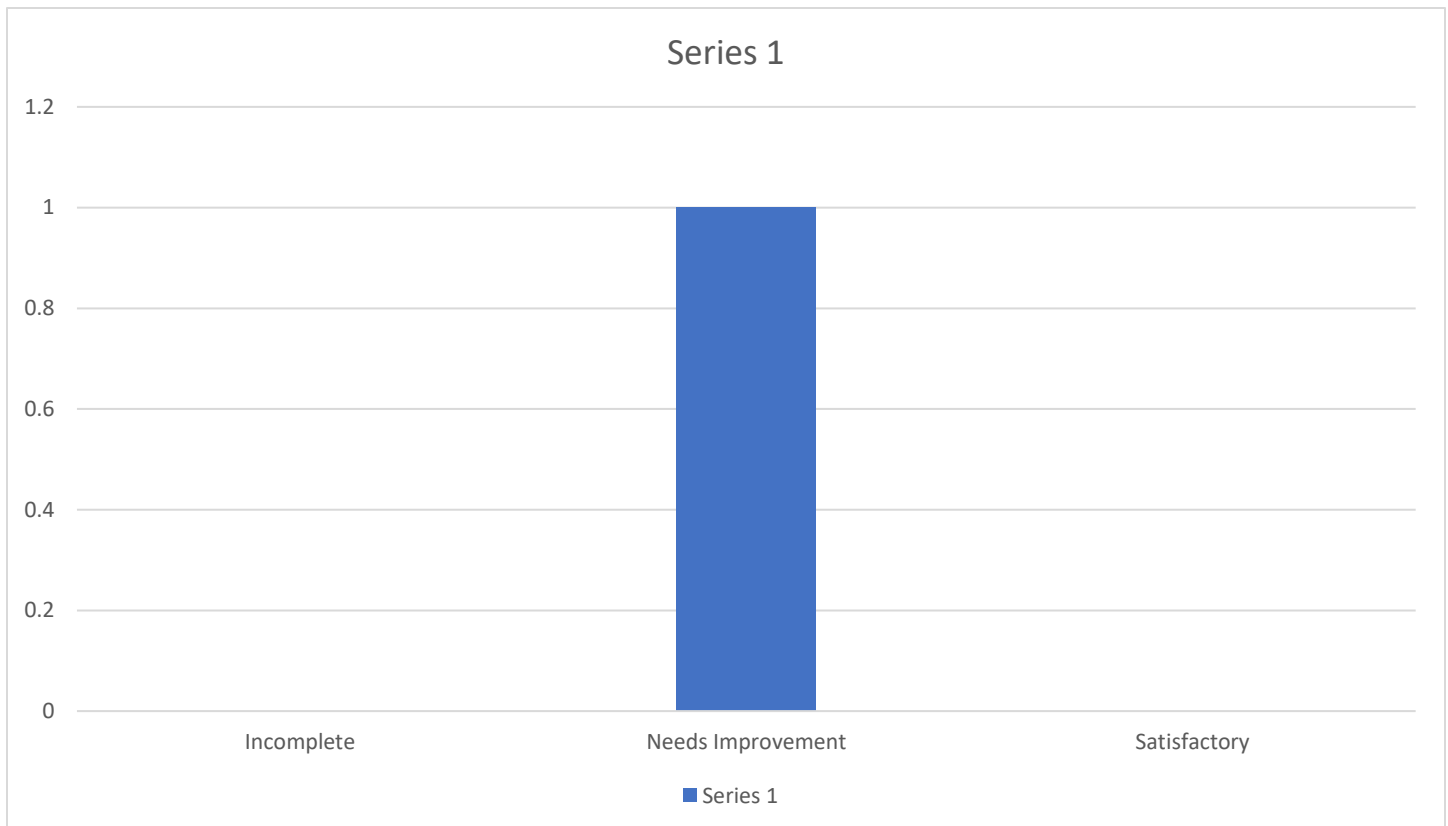
- 04.16.2010 AK – Be sure to add Risk Specific Action items to each risk for your organization. The actions are divided by pre-event, during event, and post-event. You should have at least one for each action time.

Total plans in report: 1

Satisfactory plans in report: 0

Plans in report needing improvement: 1

Incomplete plans in report: 0



Continuity of Operations Plan: Annex G – Vital Records

Vital Records:

The following checklist can be used when determining which vital records are critical to ensure continuation of mission-essential functions.

- Storage of duplicate records off-site.
- Back-up off-site of electronic records and databases.
- Pre-position vital records and databases at the alternate facility prior to deployment.
- The COOP should describe a maintenance program to ensure the records are accurate, current, and frequently updated.
- Identifying vital records, systems, and data (hard copy and electronic) critical to performing functions.
- Assuring availability of emergency operating records.
- Ensuring back-up for legal and financial records.

Additional Recommendations

Ensure backup copies of vital records and databases, both paper and electronic, are maintained, updated, and stored in a secure off-site location. The COOP identifies vital records, systems, and data (hard copy and electronic) critical to performing mission-essential functions. The COOP provides for ensuring availability of emergency operating records and ensuring back-up for legal and financial records. Gwinnett Community Services' Parks and Recreation will maintain current copies of vital records essential to the continued functioning or reconstitution in a secure off-site location.

Included within the COOP are records having such value that their loss would significantly impair Gwinnett Community Services' Parks and Recreation of conducting mission-essential functions, to the detriment of the legal or financial rights or entitlements of the organization or of the affected individuals. Examples of this category of vital records are:

- Accounts receivable/Accounts payable
- Contracting and acquisition files
- Official personnel files
- Social security documentation
- Payroll
- Retirement
- Insurance records
- Property management and inventory records

The following table identifies vital records required by Gwinnett Community Services' Parks and Recreation to complete mission-essential functions:

Vital Record: Intranet Website (GC Workplace)

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Backup Location:

Other – Specify location in comments

Remote Accessible: Yes

Vital Record: Intranet Website (GC Workplace)

Plans for Protection, Duplication, and Movement of Records: Supported by Tammy Gibson. Contact info is 770.822.8862.

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Format: Electronic – File Server/LAN

Backup Location: Other – Specify location in comments

Remote Accessible: Yes

Vital Record: CivicRec

Type: Software

Description: Parks and Recreation registration system

Plans for Protection, Duplication, and Movement of Records: Maintained by CivicRec, web-based program.

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Format: Electronic – File Server/LAN

Backup Location: Other – Specify location in comments

Remote Accessible: No

Accuracy and Currency of Records Review or Update Date: July 17, 2018

Vital Record: Phone Directory

Type: Non-electronic/Paper

Description: Access database used to publish the County phone directory

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: Phone Application

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: Management Framework

Type: Enterprise System / Database

Description: Enterprise-wide system which tracks departmental performance based upon predetermined goals. This system is sponsored by PAD. Uses JACSCOREPROD01 (Production server) and JACSCOREDEV01 (Development).

Plans for Protection, Duplication, and Movement of Records: The Application and database are backed up nightly. Backups are sent off-site the following morning.

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Backup Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Remote Accessible: No

Accuracy and Currency of Records Review or Update Date: October 12, 2009

Vital Record: Adobe Forms Integrated with SAP

Description: Application that utilizes and optimizes business processes by automating the creation of data for SAP systems thus saving time and costs (in case of interactive forms).

Plans for Protection, Duplication, and Movement of Records: The application and database are backed up nightly. Backups are sent off-site the following morning.

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Format: Electronic - File Server/LAN

Remote Accessible: Yes

Accuracy and Currency of Records Review or Update Date: 1900-01-01 00:00:00.0

A component of SAP NetWeaver.

Vital Record: Fleet Management SAP Financials Interface

Description: Inhouse developed system to extract data from the Fleet system. The result is a data file that is imported into the financial system.

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: Fleet Info System

Description: Fleet system used to manage the maintenance records of the County vehicles. Uses JACFAORA01, JACFLEETAP, and JACFLTINFO01.

Plans for Protection, Duplication, and Movement of Records: The Application and database are backed up nightly.

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Format: Electronic – File Server/LAN

Backup Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Remote Accessible: Yes

Accuracy and Currency of Records Review or Update Date: 1900-01-01 00:00:00.0

Vital Record: GIS – ArcGIS

Type: Enterprise System/Database

Description: ESRI's mapping software suite. County utilizes ArcInfo, ArcView, ArcSDE, ArcIMS, ArcGIS Server, Spatial Analyst, Network Analyst, 3D Analyst. License manager is on JACGISAPP01 server.

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Format: Electronic – File Server/LAN

Backup Location: Other – Specify location in comments

Format: Electronic – Tape

Remote Accessible: Yes

Accuracy and Currency of Records Review/Update Date: December 3, 2013

Vital Record: Org Plus

Description: Application utilized to view organizational structure. Software enables visibility in the past and present in order to effectively plan for the future. Capability includes succession planning, archiving, and enhanced directory capabilities.

Plans for Protection, Duplication, and Movement of Records: The application and database are backed up nightly. Backups are sent offsite the following morning.

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Remote Accessible: No

Accuracy and Currency of Records Review or Update Date: 1900-01-01 00:00:00.0

Vital Record: SAP Customer Relationship Management – CRM

Description: Application used to manage the interaction between external (citizens) and internal (employees) customers. Interactions include tracking citizen and employee service requests and work orders. This application is also used to manage internal interaction between departmental customers.

Plans for Protection, Duplication, and Movement of Records: The application and database are backed up nightly. Backups are sent offsite the following morning.

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments
Backup Location: Other – Specify location in comments

Remote Accessible: Yes

Accuracy and Currency of Records Review or Update Date: 1900-01-01 00:00:00.0

Vital Record: SAP Fixed Assets

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments
Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: SAP HR Org Mgt

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments
Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: SAP HR Pers Adm

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments
Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: Crystal Report

Description: This represents Crystal Reports and Crystal report development in general. Various departments may use Crystal Reports that are not published to Crystal Enterprise.

Plans for Protection, Duplication, and Movement of Records: If the reports are not included on Crystal Enterprise, our enterprise-wide reporting system, then the Crystal Report may be on a network server, local PC, etc.

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments
Backup Location: Other – Specify location in comments

Remote Accessible: No

Accuracy and Currency of Records Review or Update Date: October 12, 2009

Vital Record: Employee Appraisals Retired Terminated

Description: Access Database

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: SAP Accounts Receivable AR

Description: Module of the county's ERP application (SAP) related to the entering of customer invoices and the recording of payments received by the county.

Plans for Protection, Duplication, and Movement of Records: Information is restricted based on role-based security authorizations.

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Remote Accessible: No

Accuracy and Currency of Records Review/Update Date: October 14, 2009

Vital Record: SAP Budget SEM BPS WBS

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: SAP Purchasing SRM Contracts

Location and Accessibility of Vital Records:

Primary Location: Other – Specify location in comments

Backup Location: Other – Specify location in comments

Remote Accessible: No

Vital Record: Safety Manual

Description: Department safety procedures

Plans for Protection, Duplication, and Movement of Records: Intranet/network access.

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Format: Electronic – File Server/LAN

Backup Location: Other – Specify location in comments

Format: Electronic – File Server/LAN

Remote Accessible: Yes

Accuracy and Currency of Records Review or Update Date: December 2, 2020

Safety procedures for staff to perform department essential mission.

Vital Record: [Annual Contracts & Service Agreements](#)

Description: List of items and services currently under contract, unit prices, contact/order information.

Plans for Protection, Duplication, and Movement of Records: Available through intranet/network system

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Format: Electronic – File Server/LAN

Backup Location: Other – Specify location in comments

Format: Electronic – Other

Remote Accessible: Yes

Vital Record: [Contracts and PO's](#)

Description: Construction contracts. Purchase Orders issued.

Plans for Protection, Duplication, and Movement of Records: FileNet System

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Format: Electronic – File Server/LAN

Backup Location: Other – Specify location in comments

Format: Electronic – File Server/LAN

Remote Accessible: Yes

Accuracy and Currency of Records Review/Update Date: December 4, 2019

Offsite back-up storage by Gwinnett County IT.

Vital Record: Property Records

Description: Property assigned to and managed by our department. Deed and survey copies.

Plans for Protection, Duplication, and Movement of Records: Hard copies.

Location and Accessibility of Vital Records:

Primary Location:

Gwinnett Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046

Format: Hard Copy – Paper

Backup Location: Other – Specify location in comments

Format: To be provided

Remote Accessible: No

Accuracy and Currency of Records Review or Update Date: October 15, 2009

Offsite back-up by Gwinnett County IT. Rex Schuder/data storage device.

Legend

- **Vital records, systems, and data** - Information, records, databases, procedures, and other information necessary to support mission-essential functions and sustain operations.
- **Protection, duplication, and movement** - Identify policies in place to restrict how the information is guarded, procedures for duplication, how the information is backed up and stored, and how the material is distributed.
- **Location** - Where are the vital records/systems/data currently located? Where are the back-up records/systems/data located? Are records in electronic or hard copy format? Can records be accessed from an alternate site if the primary site is inaccessible?
- **Accuracy and currency of records** - Are records up to date? On what date was the records/systems/data last reviewed/updated?

Continuity of Operations Plan: For Official Use Only

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Plan Approval and Authorization

This Continuity of Operations Plan was developed by Gwinnett Community Services’ Parks and Recreation to maintain a viable COOP capability. This plan complies with internal policies and receives on-going evaluation and maintenance to ensure accuracy and to remain current. Because it is a living document, there is no record of revision or departmental signatory required.

Non-Disclosure and Security of Information Contained Within This Plan

This document and all its information is protected from unauthorized disclosure by **Georgia Code [50-18-72(a)(15)(A)]** - specifically, **sections (ii) and (iv)**. This law reads in part: "...(15)(A) Records, the disclosure of which would compromise security against sabotage or criminal or terrorist acts and the nondisclosure of which is necessary for the protection of life, safety, or public property, which shall be limited to the following:

- i. Security plans and vulnerability assessments for any public utility, technology infrastructure, building, facility, function, or activity in effect at the time of the request for disclosure or pertaining to a plan or assessment in effect at such time;
- ii. Any plan for protection against terrorist or other attacks, which plan depends for its effectiveness in whole or in part upon a lack of general public knowledge of its details;
- iii. Any document relating to the existence, nature, location, or function of security devices designed to protect against terrorist or other attacks, which devices depend for their effectiveness in whole or in part upon a lack of general public knowledge; and
- iv. Any plan, blueprint, or other material which if made public could compromise security against sabotage, criminal, or terroristic acts..."

Prior to any disclosure, publication, public release or sharing of information contained in this Plan, the resources, contacts, databases or any of the Plan annexes and appendices, written permission must be obtained from the Gwinnett County Office of Emergency Management. Failure to obtain this required written permission and resultant unauthorized release may result in criminal fines and/or penalties.

Introduction

The mission statement, as provided by Gwinnett Community Services' Parks and Recreation, is as follows:
Gwinnett Parks and Recreation – In partnership with our citizens, Gwinnett Parks and Recreation provides high quality, broad-based parks, facilities, programs and services creating a sense of community, enabling a safe and secure environment, and enhancing Gwinnett's quality of life.

Purpose

This Continuity of Operations Plan has been created for Gwinnett Community Services' Parks and Recreation. The COOP identifies essential program functions and describes how those functions will be continued and recovered. This COOP is designed to take an all-hazards approach to continuity of operations and takes into account all hazards identified in the current Gwinnett County Hazard Mitigation Plan. Specifically, this COOP is designed to:

- Identify and ensure that the Gwinnett County Community Services Parks and Recreation processes and functions are maintained.
- Ensure that essential positions and lines of succession are identified.
- Identify how critical applications and vital records will be safeguarded.
- Provide for the identification of communication resources.
- Identify priorities for recovery of processes, functions, critical applications and vital records.
- Identify alternate operating capabilities and facilities.

Applicability and Scope

The provisions of this document apply to Gwinnett Community Services' Parks and Recreation and its offices. Support from other organizations, as described herein will be coordinated with the director of Community Services as applicable. This document applies to situations that require relocation of mission-essential functions as determined by the director of Community Services. The scope does not apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period. The director of Community Services will determine situations that require implementation of the COOP.

Authorities and References

- Gwinnett County, Georgia Code of Ordinances Chapter 34: Civil Emergencies, December 2016
- Official Code of Georgia Annotated (O.C.G.A.) § 38-3-27, "Georgia Emergency Management Act of 1981," and its Enabling Act, Georgia Laws 1984, pp.5050-5076, as amended.
- The Georgia Constitution, Article 9, Section II, Paragraph 1, Home Rule for Counties
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended.
- National Security Presidential Directive 51/Homeland Security Presidential Directive 20, *National Continuity Policy*, May 9, 2007, as amended
- Presidential Policy Directive 8, *National Preparedness*, April 11, 2011
- National Response Framework
- National Incident Management System
- National Planning Frameworks
- Continuity Guidance Circular 1

Evaluation, Maintenance, and Revision

- Method of Evaluation: Plans and procedures shall be evaluated through periodic reviews, testing, exercises, and/or real-world events
- Schedule of Evaluation: An evaluation of the Continuity of Operations Plan shall be performed every four years
- Method of Maintenance: The Continuity of Operations Plan will be maintained and distributed via the Bold Planning tool
- Schedule of Maintenance: The Continuity of Operations Plan will be maintained on an as-needed basis
- Method of Revision: The decision to revise the Continuity of Operations Plan rests with the lead COOP Planner. In determining the need to initiate a revision, the following criteria may be considered:
 - The identification of a new hazard that could impact Gwinnett County
 - The identification of existing gaps in processes and functions, changes in essential positions or lines of succession, changes to critical applications and maintenance of vital records, or changes to alternate operating capabilities and facilities
 - Changes to priorities for recovery of processes, functions, critical applications and vital records
 - Changes to planning standards at the State or Federal level
- Schedule of Revision: The Continuity of Operations Plan will be revised as needed in consideration of the factors listed above.

Concept of Operations

Objectives

The objective of this COOP is to ensure that a viable capability exists for Gwinnett Community Services' Parks and Recreation to continue essential functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible. The objectives of this COOP include:

- To ensure the continuous performance of essential functions/operations during an emergency.
- To protect essential facilities, equipment, records, and other assets.
- To reduce or mitigate disruptions to operations.
- To reduce loss of life, minimize damage and losses.

- To identify and designate principals and support staff to be relocated.
- To facilitate decision-making for execution of the COOP and the subsequent conduct of operations.
- To achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

Planning Considerations and Assumptions

In accordance with continuity guidelines and emergency management principles/best practices, 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 activation.
- Must maintain sustained operations for up to 30 days.
- Should take maximum advantage of existing local, State or federal government infrastructures.

COOP Execution

This section outlines situations that can potentially lead to activation of the COOP due to emergencies or potential emergencies that may affect the ability of the Gwinnett County Community Services Parks and Recreation to perform its mission-essential functions from its primary and other essential facilities. This section also provides a general description of actions that will be taken by the Gwinnett County Community Services Parks and Recreation to transition from normal operations to COOP activation.

COOP Activation Scenarios

The following scenarios would likely require the activation of Gwinnett Community Services' Parks and Recreation COOP:

- The primary facility or any other essential facility of the Gwinnett Community Services Parks and Recreation is closed for normal business activities as a result of an event or credible threat of an event that would preclude access or use of the facilities and the surrounding area.
- The area in which the primary facility or any other essential Gwinnett County Community Services Parks and Recreation facility is located is closed for normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military threat or attack. Under this scenario, there could be uncertainty regarding whether additional events such as secondary explosions or cascading utility failures could occur.

The following scenario would not require the activation of Gwinnett Community Services' Parks and Recreation COOP:

- The primary facility or any other essential facility is temporarily unavailable due to a sudden emergency such as a fire, bomb threat, or hazardous materials emergency that requires the evacuation of the facility, but only for a short duration that does not impact normal operations.

COOP Activation

The following measures may be taken in an event that interrupts normal operations, or if such an incident appears imminent and it would be prudent to evacuate the primary facility or any other essential facility as a precaution:

- Director of Community Services may activate the COOP to include activation of the alternate facility.
- Director of Community Services will direct some or all of the COOP teams to initiate the process of relocation to the alternate facility (see Sections II-D and II-F). The COOP teams will be notified using the notification procedures outlined in Section IV of this document.
- The COOP teams will initiate relocation to the alternate facility site and will ensure that the mission-essential functions of the closed primary or other impacted facility are maintained and capable of being performed using the alternate facility and available resources, until full operations are re-established at the primary/impacted facility.
- Gwinnett Community Services' Parks and Recreation staff members who do not have specific COOP assignments may be called upon to supplement the COOP team operations.

- Representatives from other governments or private organizations may also be called upon to support COOP operations.
- The COOP teams and their members will be responsible for ensuring the continuation of the mission-essential functions of Gwinnett Community Services' Parks and Recreation within 12 hours and for a period up to 30 days pending regaining access to the affected facility or the occupation of the alternate facility.

*** Section IV of this document provides additional detail on the procedures that will be used for COOP activation and implementation.

Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, Gwinnett Community Services' Parks and Recreation 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. In most cases, it is likely there will be 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 COOP with a complete and orderly alert, notification of all personnel, and activation of the COOP teams.

Without warning, the process becomes less routine and potentially more serious and difficult. The ability to execute the 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 affected facility or in the surrounding area. 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.

*** Section II-I of this document provides additional information on warning conditions and related procedures

Time-Phased Implementation

To maximize the preservation of life and property in the event of any natural or man-made disaster or threat, time-phased implementation may be applied. Time-phased implementation is used to prepare and respond to current threat levels, to anticipate escalation of those threat levels and, accordingly, plan for increased response efforts and ultimately full COOP activation and facility relocation. The extent to which time-phased implementation will be applied will depend upon the emergency, the amount of warnings received, whether personnel are on duty or off-duty at home or elsewhere, and, possibly, the extent of damage to essential facilities and their occupants. The Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP. These levels of disaster are defined as:

- **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 outside resource support including state or federal assistance. The state of Georgia Emergency Management and Homeland Security Agency and the Federal Emergency Management Agency will be notified, and potential state and federal assistance will likely be predominantly recovery oriented.
- **Catastrophic Disaster** - Any disaster that will require massive state and federal assistance. State and federal assistance will involve response and recovery needs.

As described in Section II-C of this document, COOP activation applies to events or incidents impacting a facility where mission-essential functions are performed to the point that the facility is unable to continue to perform those functions for a duration that will affect normal operations. Using the Disaster Magnitude Classification above, it is possible that a minor disaster would not render a facility unusable. However, minor disasters can escalate into major disasters, and even into catastrophic disasters. Conversely, events that are of short duration and do not impact normal operations (e.g., require a building evacuation only) must also be handled as though they could escalate into a more serious situation. Time-phased implementation of the COOP is a way to be prepared for all levels of emergency/potential emergency scenarios that may or may not require relocation of the primary or other essential facility. This implementation method allows the individual(s) responsible for making decisions to be prepared to fully activate the COOP on very short notice, if necessary, but not prematurely activate the COOP for situations such as the building evacuation-only scenario described above. Listed below is a general summary of the sequence of events that can be followed using time-phased implementation of the COOP:

Phase I – Activation (0 to 12 hours)

During this phase, alert and notification of all employees, COOP teams, and other organizations identified as “critical customers” (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

Phase II – Alternate Operations (12 hours to Termination)

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

Phase III – Reconstitution and Termination

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

**** Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.*

Critical Service COOP Staff

Gwinnett Community Services’ Parks and Recreation management and staff that relocate to the alternate facility must be able to continue operations and perform mission-essential functions for up to 30 days with resource support. Specific Gwinnett County Community Services Parks and Recreation management and staff will be appointed to serve on COOP teams to support COOP activations and relocation. It is important that COOP teams and corresponding responsibilities are established prior to COOP activations so team members can be trained on their team roles and responsibilities. Depending upon the nature and severity of the event requiring COOP activation, the roster and size of the COOP teams may be adjusted by the Director of Community Services as necessary.

**** Annex A provides a description of each COOP team developed for Gwinnett Community Services’ Parks and Recreation COOP including each team member’s role and contact information. Annex O provides a complete list of contact information of Gwinnett Community Services’ Parks and Recreation staff and vendors.*

Because alternate facility space and support capabilities may be limited, staff may need to be restricted to those specific personnel who possess the skills and experience needed for the execution of mission-essential functions. Staff may be directed to move to other facilities or duty stations or may be advised to remain at or return home, pending further instructions. Individuals may be used to replace unavailable staff or to augment the overall COOP response. COOP activation will not, in most circumstances, affect the pay and benefits of the Gwinnett County Community Services Parks and Recreation management and staff.

**** Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.*

Alternate Facility

The determination of the appropriate alternate facility for relocation and whether to relocate Gwinnett Community Services’ Parks and Recreation to the alternate facility will be made at the time of activation by the director of Community Services; the decision will be based on the incident, threat, risk assessments, and execution timeframe.

In conducting a review of an existing alternate facility to determine its adequacy for supporting the operation of mission-essential functions, the following should be considered:

- Ensure that the facility has sufficient space to maintain and support Gwinnett Community Services’ Parks and Recreation.

- Ensure that the facility, along with acquired resources, are capable of sustaining operations for performing mission-essential functions for up to 30 days.
- Ensure that the facility has reliable logistical support, services, and infrastructure systems (e.g., electrical power, HVAC, water/plumbing).
- Ensure that personal convenience and comfort considerations (including toilet facilities) are given to provide for the overall emotional well-being of staff.
- Ensure that adequate physical security and access controls are in place.
- Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility could be impacted by the same incident that impacts the primary facility.
- Ensure that cooperative agreements such as Memoranda of Understanding/Mutual Aid Agreements with other agencies or contract agreements with vendors who provide services such as virtual office technologies are in place as required.

**** Annex B provides the location of the Gwinnett County Community Services Parks and Recreation alternate facility sites and additional information on alternate facility requirements.*

Mission-Essential Functions

In planning for COOP activation, it is important to establish operational priorities prior to an emergency to ensure that Gwinnett Community Services' Parks and Recreation can complete the mission-essential functions that are critical to its overall operation. The director of Community Services and associated COOP teams 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, time, or resources become available. Gwinnett Community Services' Parks and Recreation have identified a comprehensive list of mission-essential functions.

**** Annex C provides a complete list of prioritized mission-essential functions identified for Gwinnett Community Services' Parks and Recreation. Annex G provides a complete list of Vital Records and restoration information.*

Delineation of Mission-Essential Functions

To ensure that mission-essential functions referenced in Section II-G are effectively transferred to the alternate facility and continue with minimal interruption, it is imperative that each function have qualified staff and resources assigned to it. Gwinnett Community Services' Parks and Recreation COOP have been formed with mission-essential functions in mind. As the COOP is developed, specific staff should be matched up to each of the mission-essential function(s) within the plan. These staff will be assigned to perform these specific mission-essential functions at the alternate facility during COOP activations. The staff working at the alternate facility must be able to ensure that mission-essential functions are carried out. In some cases, the number of staff assigned to the alternate facility may be limited due to lack of facility resources and/or reduced capacity.

**** Annex C provides a complete prioritized list of mission-essential functions for Gwinnett County Community Services Parks and Recreation. Each mission-essential function includes a breakdown of estimated personnel requirements and estimated equipment requirements needed to ensure the continuation of that specific mission-essential function during COOP activations.*

Warning Conditions

When planning and preparing for emergencies that may require activation of the COOP, a wide range of scenarios must be considered. Impending events such as hurricanes or winter storms may provide ample warning for notification of staff and identification and pre-positioning of resources in preparing for possible COOP activation; other types of events such as earthquakes or terrorist events, may provide no warning.

- **With Warning:** It is expected that, in most cases, Gwinnett Community Services' Parks and Recreation 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

complete and orderly alert, notification, and/or deployment of the COOP teams to an assembly site or the alternate facility.

- **Without 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 impacted. If the deployment of the COOP teams is not feasible because of the unavailability or loss of personnel, including the director of Community Services, temporary leadership of Gwinnett Community Services' Parks and Recreation will be passed to the Community Services Deputy Department Director, as identified in Section II-J of this document.
- **Duty Hours:** If an event or incident occurs during work hours, which requires relocation of the primary facility, the COOP will be activated, and available members of the COOP teams will be deployed as directed to support operations for the duration of the emergency. Those individuals who do not have assigned roles in the COOP will either be sent home or possibly used to provide support to the COOP teams, if additional assistance is required.
- **Non-Duty Hours:** The ability to contact members of the COOP teams at all times during duty hours or non-duty hours is critical for ensuring that the COOP can be activated quickly if needed. Procedures must be in place that account for notifying and mobilizing (if necessary) the COOP teams on extremely short notice.

Direction and Control

Lines of succession should be maintained by all leadership elements contained within Gwinnett Community Services' Parks and Recreation to ensure continuity of mission-essential functions. Lines of succession are to be provided to a minimum depth of three positions at any point where policy and directional functions are carried out. Authorized successors to the director of Community Services are specified as follows:

- Deputy Department Director, Mark Patterson – Community Services Administration
- Deputy Director Parks Operations, Eric Horne – Community Services Park Operations
- Division Director, Chris Minor – Community Services Park and Recreation Operations
- Aquatic/Athletic Manager, Jim Cyrus – Community Services Aquatics Operations

The director of Community Services and/or their designee are responsible for ordering activation of the COOP. Members of the COOP teams may be requested by the director of Community Services to disseminate COOP guidance and direction during the activation and relocation phases. Pending the activation of the COOP, the COOP teams chiefs will monitor the situation and assist in the notification process, as necessary. Once the COOP is activated, the appropriate officials should be notified and requested to provide any previously agreed upon assistance to Gwinnett Community Services' Parks and Recreation.

**** Annex D provides information regarding Lines of Succession. Annex E provides information regarding Delegations of Authority.*

Operational Hours

During COOP contingencies, the director of Community Services will determine the hours of operation for the COOP teams and staff. Members of the COOP teams must be prepared to support a 24-hour per day, seven-day-per-week operation, if needed.

Alert Notification Procedures

If the situation allows for warning, staff may be alerted prior to activation of the COOP. In all situations allowing for an advanced alert, procedures should be in place and trained upon for effective notification to Gwinnett Community Services' Parks and Recreation key staff members and appropriate officials.

The COOP teams 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 and/or the designated alternate facility location.

The director of Community Services will direct the activation of the COOP. Upon activation of or notification to activate Gwinnett Community Services' Parks and Recreation COOP, telephone, email, and other methods of communication designated by Gwinnett Community Services' Parks and Recreation may be used to notify its key staff and personnel.

Procedures

Personnel Coordination

Standard Gwinnett Human Resources procedures are in place to address any personnel issues that may arise among those individuals who will be responsible for implementing the COOP, as well as those who do not have specific COOP roles but may be called upon during COOP activation. Listed below are personnel resources and capabilities to be considered to ensure that emergency and non-emergency staff are prepared when disasters strike, either with or without warning:

- Communications Plan for emergency and non-emergency staff
- Health, safety, and emotional well-being of all employees and their families
- Pay status and administrative leave issues
- Medical, special needs, and travel issues

Issues will be managed by the director of Community Services and based on the Policies and Procedures of Gwinnett Community Services' Parks and Recreation.

Vital Records

Vital records identified as critical to supporting mission-essential functions have been identified within the COOP and should be maintained and updated on a regular basis.

Electronic Vital Records and Critical Applications are maintained by Gwinnett Information Technology Services. Onsite data servers are backed up on a regular schedule at the primary site at the Gwinnett Justice and Administration Center. In addition, there is a secondary backup server at an alternate location located at the Gwinnett Police Annex Building. Gwinnett Information Technology Services is responsible for all maintenance and backup of equipment housing vital records and critical applications.

Vital records essential to the continued operation or reconstitution of Gwinnett Community Services' Parks and Recreation during and after a continuity disruption may include:

- Emergency plans and directives
- Orders of succession (Annex D)
- Staff roster (Annex O)
- Staffing assignments
- Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion

Logistics Support and Resource Requirements

Essential items, such as office supplies, equipment, data, vital records, and other critical resources should be prepositioned at the alternate facility or other off-site location to facilitate relocation during COOP events. The prepositioned resources shall be carefully inventoried and regularly maintained by the Alternate Facility Manager or his/her designee to ensure that there is a clear understanding of what resources are identified as pre-positioned at the alternate facility and what additional resources need to be acquired during COOP events.

Execution of this plan requires that the logistics system anticipates the needs of the responders and the community to ensure a continuity of supply. Resources are defined as the supplies, materials, equipment and personnel necessary to support the community before, during and after an event. This includes but is not limited to supplies, facilities, office

equipment, fuel, contracting services, personnel, and heavy equipment. Trained personnel must be available at all times to provide logistics support and meet resource requirements when prescribed criteria have been met.

Drive-Away Kits

The director of Community Services is responsible for providing guidance to staff on the necessity of Drive-Away Kits and the contents of these kits. Drive-Away Kits may contain items such as software, databases, forms, publications, and other necessary resources that can be stored in a manageable manner. Checklists are helpful ensure the inclusion of all necessary contents.

It is strongly encouraged that essential items and data be prepositioned at the alternate facility or other off-site location instead of being carried within Drive-Away Kits, because COOP team personnel and staff may be at home when the order to relocate is given. Access to the Drive-Away Kits may be difficult or impossible. Items to consider including in these kits:

- State/local regulations; statutes and administrative codes
- Emergency plans/procedures
- List of positions to be filled and procedures needed to continue mission-essential functions
- Laptop(s) or other devices with necessary forms/plans/procedures installed
- Office supplies to support operations for the initial period of relocation.

In addition to “official” items carried in the Drive-Away Kits, each staff member relocating to the alternate facility should consider bringing appropriate personal items and changes of clothing for situations of relocation of great distances. In addition, staff should relocate with their Gwinnett Community Services’ Parks and Recreation identification badge for entry into the alternate facility.

Telecommunications and Information Systems Support

Interoperable communications or the ability for Gwinnett Community Services’ Parks and Recreation staff to communicate with individuals internal and external to the organization is critical during COOP events. Internal and external communications that will be used within Gwinnett Community Services’ Parks and Recreation and its alternate facilities to communicate with officials, emergency response organizations, the media, and/or the public are identified in detail in Annex I.

Access to critical information systems that are used to accomplish mission-essential functions during normal operations from the primary facility should also be arranged for accessibility at the alternate facility. For Gwinnett Community Services’ Parks and Recreation, Gwinnett Information Technology Services maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, Gwinnett Information Technology Services ensures that connectivity exists at the alternate facility. Gwinnett Information Technology Services will also provide systems technical support during COOP activations.

The telecommunications and information systems capabilities at Gwinnett Community Services’ Parks and Recreation alternate facility are sufficient for the performance of mission-essential functions under the COOP. The following is a checklist that may be used for planning telecommunications and information systems requirements:

- Plans should address all three types of communication (internal, external, and mobile).
- Plans should consider radio communications using available staff with radios.
- Plans should recognize different needs ranging from a one-hour emergency to an extended emergency.
- Plans should consider the use of a communication center to serve as a hub for communication needs of all local users.
- Plans should strategize for situations in which all communications systems are unavailable.

At a minimum, all COOP team Members should have mobile phones.

*** Annex I provides additional information on telecommunications and information systems.

Transportation, Lodging, and Food

Policies and procedures have been developed that consider transportation, lodging, and feeding of staff working from the alternate facility. During COOP activations, staff members will likely prefer to use their individual vehicles for transportation to the alternate facility; however, in the event that they are not able to do so, an alternate transportation plan should be in place. All of the items mentioned above can be accomplished by arranging agreements with other agencies or non-profit organizations.

Security and Access Controls

The director of Community Services will ensure that all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls. Due to the sensitive information contained in the COOP, the director of Community Services will also ensure that distribution of the COOP is limited and that an account of those who have access to the plan is maintained.

The director of Community Services will ensure the following:

- Plans and procedures shall establish a goal of duplicating the level of security established at the vacated primary facility to the alternate facility.
- Augmentation of security will be addressed, based on the emergency or threat, to include considerations for using local law enforcement, private vendors, or other resources.

Personal and Family Preparedness

All staff, including those individuals actively involved in COOP events or not officially assigned a role during COOP activations should be prepared for and aware of COOP activation procedures. To ensure that all employees are prepared for COOP events, training should be a part of Gwinnett Community Services' Parks and Recreation orientation for new staff and should be regularly conducted for all existing staff. The training should focus on preparing employees for situations in which they will not be able to work from their primary facility. The training should advise staff on how to be personally prepared by developing "personal go-kits" as well as emphasize the need for Family Disaster Planning to ensure families are prepared for all types of emergencies, including COOP activations.

Site Support Procedures

Site support responsibilities are those tasks that must be conducted to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation. Site support includes ensuring all equipment and critical supplies are pre-positioned or otherwise available. It also includes the maintenance of detailed activation plans in order to achieve full operational capability at an alternate site.

Activation – Phase I

The following procedures are suggested as guidelines to follow for COOP activations. They may be adopted or modified as needed to fit with internal requirements. In general, the following procedures are to be followed in the execution of the COOP. The extent to which this will be possible will depend on the event, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and their occupants. This COOP is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this COOP is implemented depends on the type and magnitude of the events or threats.

Alert and Notification Procedures

Gwinnett Community Services' Parks and Recreation notification process related to COOP activation should allow for a smooth transition of the COOP teams to an alternate facility in order to continue the execution of mission-essential functions across a wide range of potential events. Notification may be in the form of one of the following:

- A COOP alert to the COOP team members that relocation is anticipated or is imminent.

- An announcement of a COOP activation that directs the COOP team members to report immediately to an assembly site or a designated alternate facility and provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility.
- Instructions to COOP team members to prepare for departure and relocation to a designated alternate facility and instructions to staff.
- Upon receipt of a COOP alert from the director of Community Services or a designated successor, staff alert, and notification procedures are initiated.

Initial Actions

Based on the situation and circumstances of the event, the director of Community Services will evaluate the capability and capacity levels required to support the current mission-essential functions of the impacted facility(ies) and, if selected, initiate actions for relocation to the appropriate alternate facility. These actions include measures to be taken in anticipation of COOP activation and actions to be taken upon COOP activation. Once COOP activation is initiated, procedures must be considered for both duty hours and non-duty hours.

In cases where COOP activation is anticipated, the director of Community Services:

- Notifies the designated alternate Facility Manager to prepare for the relocation of the impacted facility and to prepare the appropriate alternate facility for operations.
- Issues a COOP alert to the COOP team chiefs that relocation is anticipated. COOP team chiefs instruct their team members and personnel to prepare for COOP activation.
- Notifies emergency officials, if appropriate, that relocation of the facility is anticipated.

In cases where COOP activation is ordered:

- The director of Community Services coordinates the immediate deployment of the COOP teams to an assembly site or the designated alternate facility.
- The director of Community Services notifies the designated alternate Facility Manager to immediately initiate relocation efforts of the impacted facility and to prepare the appropriate alternate facility for operations.
- The director of Community Services provides instructions and guidance on operations and the location of the alternate facility.
- The Alternate Facility Manager provides regular updates to the director regarding the status of alternate facility activation/readiness.

The following notification procedures are initiated:

- The director of Community Services notifies emergency officials, if appropriate, that relocation of the facility has been ordered and is in progress.
- All designated staff members initiate their respective COOP notification cascades.
- Designated COOP team members report to an assembly site or deploy to the designated alternate facility to assume mission-essential functions.
- All staff members who have established Drive-Away Kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.
- As delegated in Annex A, COOP team members 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.
- All personnel and sections of the impacted facility or facilities should implement normal security procedures for areas being vacated.
- Security and other designated personnel of the impacted facility should take appropriate measures to ensure security of the facilities and equipment or records remaining in the building.

Activation Procedures During Duty Hours

- The director of Community Services notifies the COOP team chiefs of the event requiring activation of Gwinnett Community Services' Parks and Recreation COOP.
- The director of Community Services activates the COOP and notifies the appropriate alternate Facility Manager(s).
- Notification procedures identified in Annex F are conducted.
- The director of Community Services directs members of the COOP teams to begin movement to an assembly site or to the designated alternate facility immediately.
- The COOP teams immediately deploy to an assembly site or a designated alternate facility to assume mission-essential functions.
- Personnel who do not have active COOP response roles may be instructed to go home or relocate to another specified location pending further guidance.
- Additional tasks identified above in Section IV-B that are not yet completed are completed in their entirety.

Activation Procedures During Non-Duty Hours

- The director of Community Services is notified that an event requiring COOP activation is anticipated or underway.
- The director of Community Services then notifies the COOP team chiefs of the event requiring activation of Gwinnett Community Services' Parks and Recreation COOP.
- The director of Community Services activates the COOP and notifies the appropriate alternate Facility Manager.
- Notification procedures identified in Annex F are conducted.
- The director of Community Services directs members of the COOP teams to begin immediate movement to an assembly site or to the designated alternate facility.
- The COOP teams immediately deploy to an assembly site or a designated alternate facility to assume mission-essential functions.
- Personnel who do not have active COOP response roles are directed to remain at home pending further guidance.
- Additional tasks identified above in Section IV-B that are not yet completed are completed in their entirety.

Deployment and Departure Procedures

The director of Community Services will determine full or partial deployment to the designated alternate facility of any mission-essential functions that are critical to operations at the time Gwinnett Community Services' Parks and Recreation COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. 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.

COOP team members will immediately begin deployment, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. Team members will most likely use privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.

All other personnel not designated to serve on COOP teams at the impacted 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 will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, these personnel will remain at their homes pending further guidance.

Transition to Alternate Operations

Following the activation of the COOP and establishment of communications links with the director of Community Services and COOP teams at an assembly site or the designated alternate facility, the director of Community Services orders the cessation of operations at the primary facility.

The director of Community Services will then notify emergency officials, as appropriate, that an emergency relocation of Gwinnett Community Services' Parks and Recreation facility is complete. The director of Community Services will then provide information on the alternate facility location, including contact numbers.

As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by Gwinnett Communications Division or other designated person(s) that Gwinnett Community Services' Parks and Recreation primary facility has been temporarily relocated.

Site Support Responsibilities

Following notification that a relocation of Gwinnett Community Services' Parks and Recreation facility has been ordered or is in progress, the appropriate alternate Facility Manager will implement the COOP site support procedures and prepare to receive the COOP teams within 12 hours.

**** Annex B provides additional information on Site Support procedures.*

Alternate Operations – Phase II

Execution of Mission-Essential Functions

Upon activation, the COOP teams will begin providing support for the following functions:

- Ensure that mission-essential functions (see Annex C) are reestablished as soon as possible.
- Monitor and assess the situation that required the relocation.
- Monitor the status of personnel and resources.
- Establish and maintain contact with emergency officials, as appropriate, or other designated personnel.
- Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

Establishment of Communications

The ability to communicate with internal and external resources during COOP events will be vital to the operations of Gwinnett Community Services' Parks and Recreation. Internal and external resources could include Gwinnett Community Services' Parks and Recreation staff, partner organizations, emergency responders, vendors, the media, and/or the public.

The director of Community Services, in coordination with Gwinnett Information Technology Services, will ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly. Gwinnett Information Technology Services will service and correct any faulty or inadequate communications systems. Gwinnett Information Technology Services personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

**** Annex I provides additional information on communications capabilities of Gwinnett Community Services' Parks and Recreation.*

COOP Team Responsibilities

A critical planning component within Gwinnett Community Services' Parks and Recreation COOP is the development of COOP teams and team member responsibilities. The COOP teams consist of internal staff to Gwinnett Community Services' Parks and Recreation, as well as external staff, vendors, and/or other organizations that may assist during COOP events. For each COOP team, team members are appointed and given specific instructions regarding their roles on the team. It's important that COOP teams are developed prior to a COOP event so COOP team members have awareness of their roles on these teams and can be trained on their responsibilities in preparation of potential COOP events.

The following is a list of COOP teams and their team descriptions for Gwinnett Community Services' Parks and Recreation COOP:

- **Planning Team:** In preparation of potential continuity events, planning team members are responsible for scheduling and conducting continuity meetings (minimum of one meeting per year), establishing a framework for the organization's continuity plan design and strategy, reviewing the accuracy of the personnel information contained within the plan, developing an ongoing process for reviewing and updating the plan, and scheduling and participating in continuity trainings and exercises.
- **Executive Team:** The executive team consists of the highest-ranking officials and key decision makers within an organization. This team is designed to create an overarching decision and policy making group which plans, assesses, and coordinates the response to events that disrupt continuity of an organization's operations. Members selected to serve on the executive team should have the capacity to represent their respective areas of expertise and make sound recommendations which serve in the best interest of the organization and its overall operations. At a minimum, the executive team should be comprised of key representatives from the following types of positions and organizations: Executive Management, Safety/Security, Facilities Management, Finance, Human Resources, and Information Technology. It is highly recommended that executive team members review and have a clear understanding of the vital elements contained within the various continuity plans for their organization.
- **Park and Facility Response Team:**
 - **Relocation Team:** In preparation of potential continuity events, relocation team members are responsible for attending continuity meetings as scheduled, keeping the relocation team chief apprised of continuity matters, reviewing and updating organization's essential functions annually, developing notification cascades for key staff and/or division personnel, participating in continuity training and exercises, and developing a plan and methodology for off-site storage of data to include vital records and databases. During a continuity event, members of the relocation team are responsible for relocating to the designated alternate facility in a timely manner and re-establishing and recovering the operations of the organization's essential functions as identified in Annex C.
 - **Support Team:** In preparation of potential continuity events, support team members are responsible for attending continuity meetings as scheduled, keeping the support team chief apprised of continuity matters, developing notification cascades for all support team members, and participating in continuity training and exercises. During a continuity event, members of the support team are responsible for reporting into their support team chief, reporting to their designated locations to await further instructions (in many cases, this may be their home residence), and providing support to the relocation team as requested.

**** Annex A provides a complete list of COOP teams, team descriptions, team members, contact information, and team member roles.*

Augmentation of Staff

- If it becomes evident that the COOP teams cannot adequately ensure the continuation of mission-essential functions, the director of Community Services will determine the additional positions necessary to maintain these functions.
- The director of Community Services will identify additional staff, as available, who may be able to provide support.
- The director of Community Services will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
- The director of Community Services will consider implementing agreements with outside resource support including Memoranda of Understanding/Mutual Aid Agreements with other organizations and contractual agreements with private vendors.

Reconstitution and Termination – Phase III

As soon as possible (within 24 hours) following a COOP relocation, the COOP teams will initiate operations to salvage, restore, and recover the impacted facility, pending approval from any applicable local, state, and/or federal law enforcement organizations or emergency service authorities.

Reconstitution procedures will commence when the director of Community Services determines that the emergency situation has ended and is unlikely to reoccur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

- Continue to perform mission-essential functions at the alternate facility for up to 30 days.
- Begin an orderly return to the impacted facility and reconstitute full normal operations.
- Begin to establish reconstitution of normal operations at a different primary facility location.

Procedures

Upon a decision by the director of Community Services that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:

- Upon approval, the COOP teams will initiate and oversee the orderly transition of all mission-essential functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
- Non-assigned COOP team personnel will be notified using the Alert Notification Procedures provided in Annex F that normal operations of Gwinnett Community Services' Parks and Recreation are resuming and that they should report back to work.

After-Action Review and Remedial Action Plan

An After-Action Review information collection process will be initiated by each COOP team. The information to be collected will, at a minimum, include information from personnel working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The After-Action Review should provide recommended actions to improve areas identified as deficient or requiring improvement.

The information should be incorporated into a COOP Remedial Action Plan. Recommendations for changes to Gwinnett Community Services' Parks and Recreation COOP and any accompanying documents will be developed and brought to the director of Community Services and COOP teams for review. The director of Community Services and designated COOP planners for Gwinnett Community Services' Parks and Recreation will review and implement changes to the COOP as required.