

Campbell County Continuity of Operations (COOP) Plan

Executive Summary (Revised 2025)

This Continuity of Operations Plan (COOP) provides essential guidance to Campbell County departments, agencies, and municipal partners in preparing for and maintaining critical services during emergencies and disruptive events. The purpose of this plan is to ensure the continued performance of mission-essential functions in the event that normal operations are compromised.

All departments are expected to develop and maintain a department-specific COOP using this document as a guide. These plans must be submitted annually to the Office of Emergency Management (OEM) by March 31, using the OEM-approved format.

Each departmental COOP should include:

- A comprehensive **risk assessment and vulnerability analysis**;
- Clearly defined **mission-essential functions** and recovery priorities;
- Procedures for **preparedness**, including pre-event operations and shutdown of critical systems;
- Defined **command structure and direction/control protocols**, including delegations of authority and succession orders;
- Procedures for maintaining **internal and external communications** during disruptions;
- **Life safety protocols** for employees, including alert systems, evacuation, accountability, and family welfare considerations;
- Measures for the **protection of critical infrastructure, equipment, and vital records**;
- Strategies for **restoration of services** and post-incident recovery;
- Guidelines for **expense tracking and reimbursement** from local, state, and federal sources;
- Coordination for **public information** and situational updates;
- **Administrative and logistical planning** for sustained continuity.

The Department of Homeland Security (DHS) and Kentucky Division of Emergency Management define continuity planning as a best practice for ensuring the uninterrupted performance of critical government services. This is achieved through plans and procedures that incorporate alternate facilities, delegated authorities, trained personnel, essential records and systems, and interoperable communications.

Overview of Applicability and Implementation

This COOP template is applicable to all Campbell County departments, boards, and independent agencies operating in facilities owned, leased, or maintained by the County. Each entity is responsible for creating a department-level COOP and identifying a Continuity Coordinator to oversee the plan's development, maintenance, and annual submission.

Establishing a **COOP Planning Committee** is encouraged to foster a collaborative and comprehensive planning process. This committee should include representatives from key departmental areas and be supported by senior management. The designated Continuity Coordinator should organize planning meetings, track progress, and ensure all required sections of the plan are developed and submitted by the specified deadline.

I. Purpose, Scope, and Authority

Purpose

The purpose of this Continuity of Operations Plan (COOP) is to ensure that Campbell County government agencies are able to sustain mission-essential functions under a wide range of emergency conditions. The plan provides a standardized framework and operational guidance for departments to prepare for, respond to, and recover from disruptions, whether caused by natural hazards, technological incidents, or human-caused events.

This COOP supports preparedness, reduces decision-making time during emergencies, and provides for a smooth transition to alternate operations when required.

Scope

This plan applies to all departments and agencies under the authority of Campbell County government. It provides a framework for the development of department-specific COOPs, each of which must address:

- Essential functions and services
- Alternate facilities and personnel
- Delegations of authority and orders of succession
- Interoperable communications
- Protection of vital records and assets
- Personnel accountability and welfare
- Resumption of normal operations

The scope includes planning for scenarios both with and without warning, occurring during and outside normal business hours, and involving varying degrees of severity.

Authority

This plan is issued under the authority of the Campbell County Office of Emergency Management, in accordance with:

- Federal Continuity Directive 1 (FCD-1)
- Continuity Guidance Circular (CGC-1)
- Kentucky Revised Statutes pertaining to emergency management
- Campbell County Fiscal Court policies and directives

Department directors are responsible for ensuring compliance with this plan and for designating a COOP Coordinator to oversee departmental COOP development and maintenance.

II. Core Components of the COOP Plan

Each department's COOP must include the following components in the order listed to ensure standardization and completeness:

1. **Plans and Procedures**
Identification of responsible personnel, SOPs for continuity operations, activation triggers, and pre-event mitigation measures.
2. **Mission Essential Functions (MEFs)**
Prioritized list of essential services, with recovery time objectives and required resources.
3. **Delegations of Authority**
Clear lines of authority and circumstances under which designated individuals may act on behalf of leadership.
4. **Orders of Succession**
Defined leadership hierarchy to maintain command and decision-making continuity.
5. **Devolution of Control**
Procedures for the transfer of essential functions to alternate personnel or locations if primary leadership is incapacitated.
6. **Staging Area**
Identification of an external rally point for staff evacuation and accountability.
7. **Alternate Facilities**
Designation of backup operating locations with necessary infrastructure and resources.
8. **Interoperable Communications**
Primary and backup systems to ensure communication with staff, partners, and stakeholders.
9. **Vital Records, Databases, and Equipment**
Protection and restoration of critical files, systems, and tools necessary for operations.
10. **Administration and Logistics**
Plans for acquiring services, equipment, and support to sustain essential functions.
11. **Personnel Issues and Coordination**
Employee notification, safety, welfare, staffing considerations, and continuity of payroll and benefits.
12. **Reconstitution**
Procedures to restore full operations, return to primary facilities, and assess the effectiveness of continuity measures.
13. **Testing, Training, and Exercising (TT&E)**
Annual schedules for COOP drills, training, and plan evaluation.
14. **Health Emergency Planning**
Departmental strategies to maintain operations during a pandemic or health-related absenteeism.
15. **Program Management**
Long-term maintenance of the COOP, including funding, updates, and strategic direction.

16. Signatories

Formal endorsement by department leadership affirming responsibility for plan compliance.

Annexes

- **Annex A:** Acronyms and Definitions
- **Annex B:** Risk Assessment and Vulnerability Analysis (Insert Department-Specific Spreadsheet)

1. Plans and Procedures

Each department must identify personnel responsible for the development, maintenance, and coordination of its COOP.

Designated COOP Coordinator:

- **Name:** [Insert Name]
- **Title:** [Insert Position/Title]
- **Contact:** [Insert Phone/Email]

Each agency must maintain written Standard Operating Procedures (SOPs) to guide response and continuity operations. These should include:

- Clear **delineation of mission essential functions (MEFs)**
 - **Activation criteria and decision-making process** based on threats such as floods, fire, infrastructure failure, cybersecurity attacks, or loss of data
 - A **current staff roster** with emergency contact details
 - Readiness procedures applicable to **on-duty and off-duty hours**, with or without notice
 - Systems for **personnel accountability**
 - Plans to **acquire additional resources** to maintain continuity for up to 30 days
 - Assurance of achieving **operational capability within 12 hours** of activation
 - Constraints and limitations (e.g., technological, personnel, or budgetary) that may impact the plan's implementation
 - **Scalable implementation** in proportion to incident magnitude
-

2. Mission Essential Functions (MEFs)

Mission essential functions are the critical activities necessary to sustain public safety, continuity of government, and public trust. Each department must:

2a. List and Prioritize Mission Essential Functions

Include the **Recovery Time Objective (RTO)** for each, indicating how soon each function must be restored.

Priority	Essential Function	Recovery Time Objective (RTO)
1	[e.g., 911 Dispatch Operations]	Immediate
2	[e.g., Emergency Response Coordination at EOC]	Within 1–2 hours
3	[e.g., Payroll and Finance Services]	Within 24–48 hours
4	[e.g., Public Communications/PIO Function]	Within 12 hours
5	[e.g., Records Management and Data Integrity]	Within 72 hours

Note: Departments should tailor this chart to their specific operational priorities.

2b. List Resources and Equipment Required to Support MEFs

Examples include:

- Laptops with remote access capability
- Satellite phones or radios
- Emergency fuel and generators
- Access to essential databases or cloud services
- Personal protective equipment (PPE)

3. Delegations of Authority

To ensure continuity of leadership and decision-making, each department must identify **who has legal and operational authority** to act in the absence of the department head.

Delegated Authority For:	Position Delegated To:	Delegated By:	Triggering Conditions:	Limitations:
Approving emergency expenditures	Deputy Director	Director	Director is absent or unavailable	Limited to purchases under \$10,000
Signing public information releases	Public Information Officer	Director	Director is incapacitated or unreachable	Must coordinate with OEM PIO

Delegated Authority For:	Position Delegated To:	Delegated By:	Triggering Conditions:	Limitations:
Activating COOP Plan	Assistant Director	Director	Any major service disruption	None

All delegations should use position titles—not individual names.

4. Orders of Succession

To ensure uninterrupted leadership, departments must establish an **order of succession** at least three positions deep.

Position Title	Successor 1	Successor 2	Successor 3
Department Director	Deputy Director	Operations Supervisor	Senior Administrator

Supporting Information to Document:

- **4a. Location of Succession Orders:** [e.g., Departmental COOP binder, secure shared drive]
- **4b. Who Has Access to Succession Orders:** [e.g., Director, Deputy Director, HR Officer]
- **4c. Contact Numbers:** [Insert relevant 24/7 numbers]

Each successor must be trained and capable of executing the responsibilities of the position they may assume.

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5. Devolution of Control and Direction

In the event that leadership and key personnel are incapacitated or otherwise unavailable, departments must have the ability to transfer operational control of essential functions to designated personnel or another agency/location.

Devolution Plan Elements:

- Clearly defined **alternate personnel** prepared to assume full operational authority
- A **triggering mechanism** or condition for initiating devolution (e.g., confirmed unavailability of 50% of key leadership)
- **Identification of alternate site or department** where devolution will take place
- Access to **necessary records, equipment, and communications** to perform MEFs

Required Documentation:

- Devolution contact list and responsibilities
- Notification protocols for OEM and Fiscal Court
- Restoration plan to return control once original leadership is reconstituted

Departments should ensure devolution plans are reviewed annually and include mutual aid or inter-agency agreements where applicable.

6. Staging Area

A designated **staging area** is essential in the event a facility must be evacuated. This is a location where staff can assemble safely for accountability, briefing, and potential reassignment to critical operations.

Staging Area Requirements:

- Location **must be outside the hazard zone**
- Easily accessible and familiar to staff
- Secure and safe for initial reassembly
- Mapped and documented in plan materials

Staging Area Information:

- **Location:** [Insert name and description; e.g., Southeast corner of Carter Park across from main office]

- **Map Attached:** Yes No
- **Primary Contact at Staging Area:** [Name and phone, if applicable]

Departments should conduct drills at the designated staging area and include it in annual training.

7. Alternate Facilities

Departments must identify **alternate facilities** where mission-essential functions can resume within 12 hours of activation and be sustained for up to 30 days.

Alternate Facility Criteria:

- Sufficient space, power, and security
- Pre-positioned or mobile equipment support
- Reliable communications and network connectivity
- Secure access and staff amenities (restrooms, HVAC, etc.)

Alternate Facility Information:

- **Facility Name:** [Insert Name]
- **Contact Person:** [Insert Contact Name]
- **Phone Number:** [Insert Primary and Alternate Numbers]
- **Address:** [Insert Complete Address]
- **On-Site Equipment:** [e.g., PCs, radios, generators, bunk space]
- **Cooperative or Mutual Aid Agreement Signed:** Yes No N/A

Departments are encouraged to conduct site walkthroughs annually and ensure facility details are updated in this plan.

8. Interoperable Communications

Maintaining reliable and redundant communications during an emergency is critical to carrying out essential functions, coordinating with the Campbell County Emergency Operations Center (EOC), and keeping staff informed.

Minimum Capabilities:

- Ability to communicate with internal staff and leadership
- Connection to OEM, EOC, and partner agencies
- Redundancy using multiple platforms (landline, cellular, radio, satellite, etc.)
- Data access and network connectivity to mission-critical systems

- Remote access tools (VPN, encrypted messaging, cloud applications)

Critical Systems Inventory:

System / Platform	Purpose	Redundancy in Place?	Alternate at COOP Site?
County email system (e.g., Outlook/Exchange)	Staff communications	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
County VOIP Phones	Voice communications	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Radio System (UHF/VHF)	Emergency communications	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
WebEOC or Crisis Track	Situation tracking/EOC interface	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Department-specific apps	[List purpose]	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Each department should verify operability of systems at alternate locations quarterly.

9. Vital Records, Databases, and Equipment

Departments must identify and protect vital records and databases essential to the continuation of mission-critical operations.

Requirements:

- Inventory of essential hardcopy and electronic records
- Secure off-site or cloud-based backups
- Documentation of recovery methods and responsible personnel
- Pre-positioning of necessary databases and files at alternate facilities

Examples of Vital Records:

- COOP and Emergency Operating Plans
- Personnel rosters and payroll data
- Legal and regulatory documents
- Contracts and procurement records
- Critical infrastructure schematics

Records Management Table:

Item	Format	Pre-positioned at Alternate Facility	Hand-Carried	Primary Storage Location	Update Frequency
Department COOP Plan	Electronic	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Shared Drive / OEM Server	Quarterly
Employee Contact List	Hardcopy/Electronic	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	HR Secure Drive	Monthly
Vendor Contracts	Electronic	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Finance Server	As Updated
Emergency Contact Protocols	Hardcopy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EOC Copy / OEM	Annually

Off-Site Storage Location: [Insert Address or Cloud Provider]

Back-Up Method: [e.g., Encrypted external drive, cloud replication, scheduled server backup]

Departments should validate back-up procedures and restore testing at least twice annually.

10. Administration and Logistics

Departments must be prepared to support operations at alternate locations without immediate external assistance. This includes acquiring and managing the logistical resources needed to carry out essential functions.

Key Elements:

- Pre-positioned supplies and emergency kits
- Agreements for temporary relocation (MOUs or mutual aid)
- Technology and telecommunications support
- Provisions for food, water, fuel, restrooms, and staff lodging

Administrative Planning Table:

Support Function	Responsible Party/Agency	Contact Info
Facility Setup and Access	[Name / Title]	[Phone / Email]
Technology Support	[IT Department / Vendor]	[Phone / Email]

Support Function	Responsible Party/Agency	Contact Info
Vehicle / Equipment Transport	[Name / Title]	[Phone / Email]
MOU Coordination (if applicable)	[Legal or OEM]	[Phone / Email]

Include copies of signed MOUs in plan annexes.

11. Personnel Issues and Coordination

Protecting and supporting personnel is central to effective continuity. Departments must have protocols in place for alerting, tracking, and caring for staff during and after disruptions.

Personnel Continuity Plan Must Include:

- Employee alert and accountability system (text/email/call trees)
- Shelter-in-place and evacuation procedures
- Family preparedness guidance and mental health support
- Clarification of pay status and time-off policies during activation
- Support for special medical or travel needs

11a. Communications Responsibility:

- **Name/Title:** [Insert]
- **Role:** Maintains the departmental communications and notification roster
- **Contact Info:** [Phone / Email]

11b. Preparedness Training Coordinator:

- **Name/Title:** [Insert]
- **Role:** Coordinates personal preparedness education and resource dissemination
- **Contact Info:** [Phone / Email]

Departments are encouraged to promote Ready.gov preparedness kits and FEMA's Family Emergency Plan templates.

12. Reconstitution

This section outlines the systematic process of returning to normal operations once the disruption has ended or stabilized.

Phased Reconstitution Planning:

- Assess building safety and operational readiness of the primary site
- Coordinate return logistics (IT, utilities, space reallocation)
- Notify personnel of re-entry instructions and timelines
- Restore full service capability with stakeholder communication
- Conduct After Action Reviews (AARs) to identify lessons learned
- Update COOP based on AAR findings and revised vulnerabilities

Key Considerations:

- **Facilities:** Structural inspections, HVAC reactivation, access control reinstatement
- **Systems:** Reconnect networks, reauthorize data access, verify integrity
- **Staff:** Staggered return schedule, re-orientation if necessary
- **Documentation:** Finalize cost tracking and initiate reimbursement submissions

Departments should document the reconstitution process with detailed logs and coordinate return with the OEM and Fiscal Court as appropriate.

13. Testing, Training, and Exercising (TT&E)

A comprehensive TT&E program is essential to ensure COOP effectiveness. Departments must routinely train staff, test equipment and procedures, and evaluate readiness through drills and exercises.

TT&E Requirements:

- Develop and maintain a **department-specific TT&E calendar**
- Conduct **annual tabletop and functional exercises** to evaluate COOP plan performance
- Update **personnel alert rosters** and notification systems at least semi-annually
- Evaluate **interoperable communications**, alternate facility readiness, and staff response
- Implement a **corrective action plan** to address gaps identified during exercises

13a. TT&E Implementation Plan:

- **Orientation Training:** Required for all new employees within 30 days of hire
- **Annual COOP Review and Update:** Conducted by departmental COOP Coordinator
- **Exercise Lead:** [Insert Name/Title]
- **Next Scheduled Drill:** [Insert Date/Type: Tabletop, Functional, or Full-Scale]

13b. Notification Systems Testing:

- Frequency: Quarterly
- Tools: [e.g., Everbridge, RAVE, internal call tree, email alert system]
- Responsible Party: [Insert Name/Title]

Documentation of all TT&E activities should be submitted to OEM annually for compliance verification.

14. Health Emergency Planning

This section outlines how departments will sustain essential functions during a **public health emergency**, such as a pandemic or biohazard event, which significantly reduces workforce availability.

Activation Criteria:

- 30% or greater staff absenteeism, or
- As directed by the Public Health Authority or OEM

Required Components:

- Prioritized functions that can be supported with reduced staff
- Telework policies and remote access procedures
- Personal protective equipment (PPE) protocols
- Hygiene and disinfection standards for onsite operations
- Employee wellness checks and exposure reporting systems

Staff Adaptation Measures:

- Cross-training to ensure redundancy of essential positions
- Limiting face-to-face contact through staggered shifts and remote meetings
- Activation of continuity teams to maintain MEFs under strain

Departments must maintain a standalone Health Emergency Annex to this plan and review it annually in consultation with the local health department and OEM.

15. Program Management

Effective continuity planning requires sustained leadership, funding, and oversight.

Program Management Responsibilities:

- Designate a **COOP Program Manager or Coordinator** for the department
- Maintain an **inventory of required resources**, including personnel, equipment, and contracts
- Identify **resource shortfalls** and develop funding strategies, including grants

- Update the COOP Plan annually and after any significant organizational or operational change
- Coordinate with the Campbell County OEM for training, support, and compliance

Funding and Resource Planning:

- Incorporate COOP support into departmental budgeting
- Identify grant funding sources (e.g., SHSP, EMPG)
- Estimate operation and maintenance costs for alternate facilities, communications, and systems

Program management includes both day-to-day oversight and long-term strategic planning to ensure a resilient and sustainable continuity capability.

16. Signatories

This section documents formal approval and acknowledgment of COOP responsibilities by departmental leadership.

COOP Plan Approval

Name of Department Leadership: _____

Title: _____

Signature: _____

Date Reviewed: _____

By signing above, the department head affirms that this Continuity of Operations Plan:

- Accurately reflects the department's essential functions and continuity needs
 - Has been reviewed and approved by senior management
 - Will be implemented and maintained in coordination with the Campbell County OEM
-

Plan Security

While not classified, this plan contains **Sensitive But Unclassified (SBU)** material and should be safeguarded accordingly.

- Electronic copies should be password protected or stored on a secure network
- Printed versions should be stored in locked cabinets or designated emergency kits
- Only authorized personnel should be granted access

Public records disclosure of COOP content should be coordinated through the County Attorney and County Administrator.