

# Facilitator's Guide: Continuity of Operations Planning (COOP) for Community-Based Child Serving Organizations

## Training Overview:

**Training Name:** Continuity of Operations Planning (COOP) for Community-Based  
Child- Serving Organizations

**Date:**

**Location:**

## Objectives

- Participants should be familiar with COOP in regards to the structure, process, and why it is important after this training.
- Participants should begin the process of defining essential and non-essential functions and assigning recovery time objectives.
- Participants should leave the meeting with a plan to present to leadership about developing or updating the organization's COOP Plan.
- Participants should familiarize themselves with other community members and make new connections.

## Target Audience

- Community-based child-serving organizations (childcare center operators, school administrators)
- Partners of community-based child serving organizations (emergency management, health department, education department)
- Other Community Resilience Coalition members
- Interested community members

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## Training Format and Deliverables

- In an effort to promote sustainability of these training tools and ensure seamless placement into the RCRC Initiative Toolkit that is currently under development, each training should be as follows:
- Duration: 120 minutes
- Method: PowerPoint presentation
- Additional Support:
- Facilitator's Guide
- Delivered and recorded once by expert trainers at NCDP and STC to serve as the gold standard for community delivery of each respective training
- Be able to be adapted as an asynchronous web-based training
- Accompanied by a short hook video if necessary/applicable

## Training Structure

The training is split between didactic information and group discussions. All participants will receive a packet filled with handouts that will be used during the training and can be used after the training is completed.

Evaluation of this workshop is critical to documenting successes and areas for improvement. All participants are asked to complete participant feedback forms.

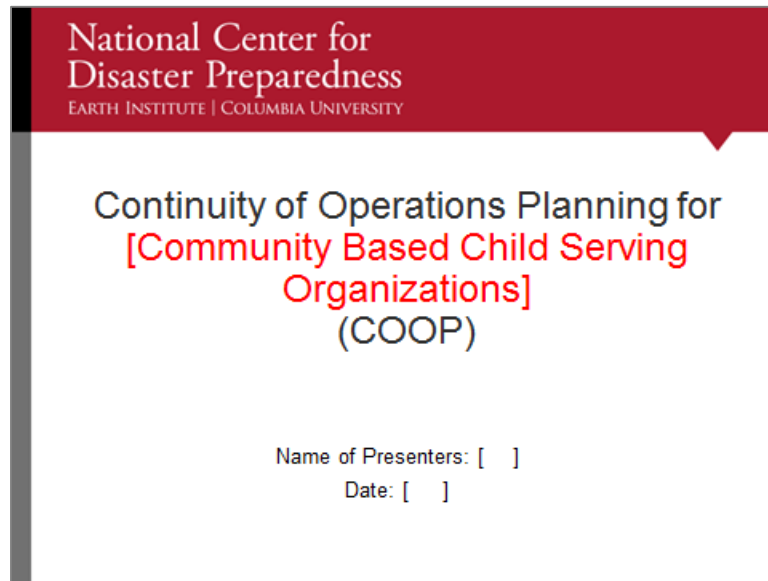
## Expected Outcomes

In the face of an emergency or disaster, it is important to have established protocols that every personnel are aware of and can follow to avoid added stress and confusion at that time. COOP provides a planning structure to ensure that essential functions continue to be performed during a wide range of emergencies. The planning process requires personnel to review functions critical to the organization and develop appropriate mitigation and recovery strategies to lessen the impact of an emergency. Lastly, the planning allows organizations to understand how they are connected to other organizations and agencies, thus building up the resiliency of the overall community.

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## Presentation Guidelines and Notes

### Slide 1 – Title



- Introduce yourself to the group
- Provide information on any meeting etiquette or safety rules (e.g., turn off cellphones, point out evacuation routes)

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## Slide 2 – Introductions

**Introductions**

**Purpose:** To provide awareness of Continuity of Operations (COOP) Planning so that you can develop or update your organization's plan

Please share the following:

1. Name
2. Organization
3. Job Title/Role
4. An event (short or long-term) that disrupted your organization's operations (critical, non-critical) – What were the impacts to your organization?

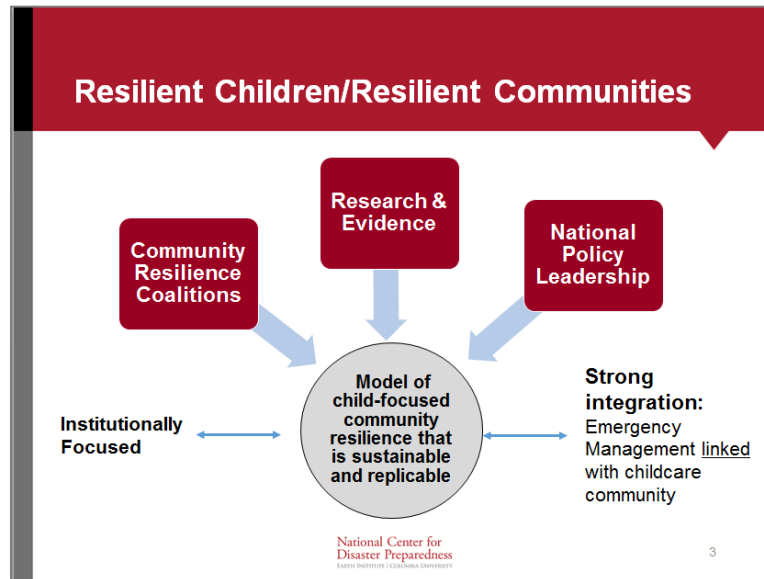
**HELLO**  
my name is

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Center for Global Health and Humanitarian Assistance

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- Describe purpose and duration of training
- Ask each attendee to introduce him/herself
- Specific to the stories, inform the group to talk about the impacts and not specifically how they solved them as we will address later; jot down the impacts mentioned
- “This training is basically an awareness level training. Ideally, you will leave today learning more from each other and continue building on your knowledge about COOP planning with the help of your new colleagues over time.”

### Slide 3 – Resilient Children/Resilient Communities



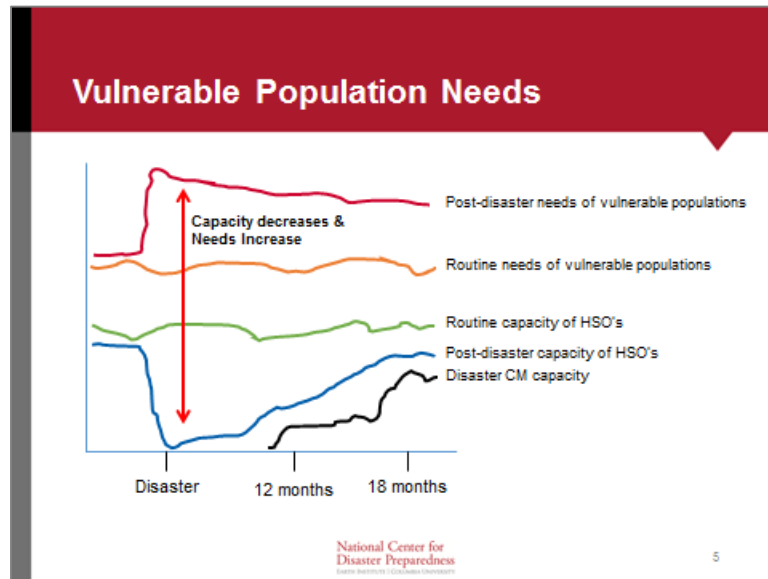
- [ADD NOTES]

## Slide 4 – Child-Focused Community Resilience



- [ADD NOTES]

## Slide 5 – Vulnerable Population Needs



- There's already a gap between routine capacity of organizations and the routine needs of vulnerable populations
- During a disaster, this gap widens even more where capacity decreases and needs increase (noted by the arrow) leading to a great disparity
- Having a COOP plan can lessen the gap and make the community more resilient by providing as many routine services as possible given the circumstance
- [ADD NOTES]

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## Slide 6 – Agenda

| Agenda                                           |            |
|--------------------------------------------------|------------|
| Agenda Topic                                     | Duration   |
| Module 1: What is COOP?                          | 25 minutes |
| Module 2: How do I develop a COOP Plan?          | 45 minutes |
| Break                                            | 10 minutes |
| Module 3: What do I do after I have a COOP Plan? | 20 minutes |
| Next Steps and Conclusion                        | 10 minutes |

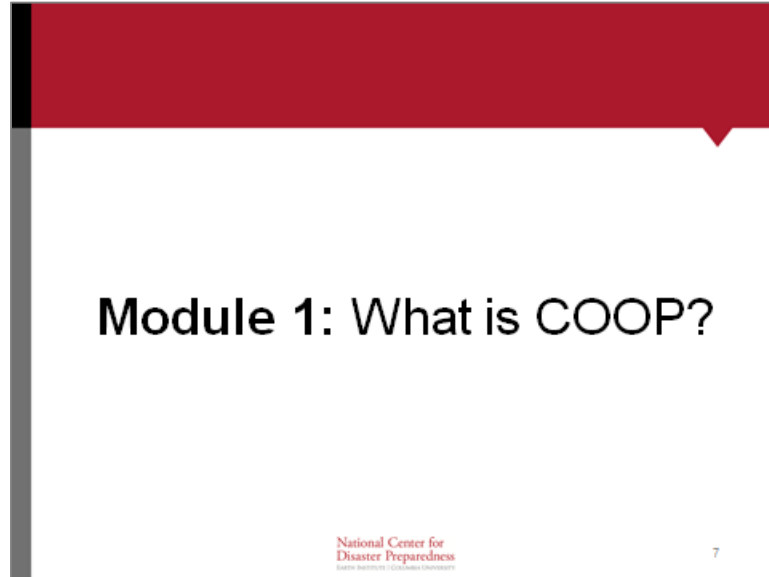
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- In Module 1, we will provide an overview of continuity of operations planning and how it can be important and useful to your organization, staff, clients, and surrounding community
- In Module 2, we will go over the steps and processes to develop a COOP plan for your organization
- In Module 3, we will discuss what else is needed once you have a plan finalized
- And, we will end the meeting with questions and next steps

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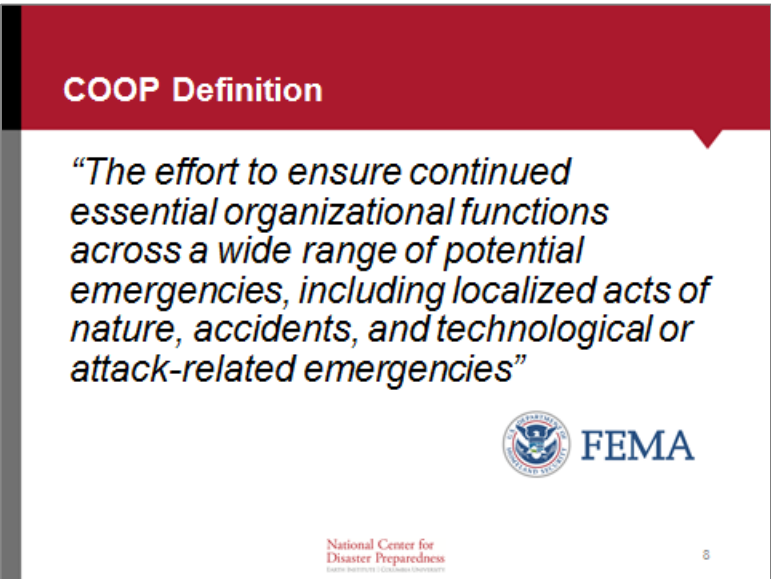
## Slide 7 – Module 1



- [ADD NOTES]

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## Slide 8 – COOP Definition

A slide graphic with a red header bar containing the text "COOP Definition". Below the header, the definition is written in italics: "The effort to ensure continued essential organizational functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies". To the right of the text is the FEMA logo, which includes the Department of Homeland Security seal and the word "FEMA". At the bottom left is the text "National Center for Disaster Preparedness" and at the bottom right is a small number "8".

**COOP Definition**

*"The effort to ensure continued essential organizational functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies"*

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- Read the definition, emphasizing “essential organization functions across a wide range of potential emergencies”
- The focus of a COOP Plan is on the critical parts of the business in any emergency; thus, it is an all-hazards plan

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## Slide 9 – Why Develop a COOP Plan? (Animation)

**Why Develop a COOP Plan?**

**Staffing** **Assets** **IT Systems** **Vital Records**

**Benefit:** Understand your organization's essential and non-essential services, functions, and dependencies

**Goal:** Ensure that critical services, organizational functions, and programs remain operational or are restored as soon as necessary during and following adverse events

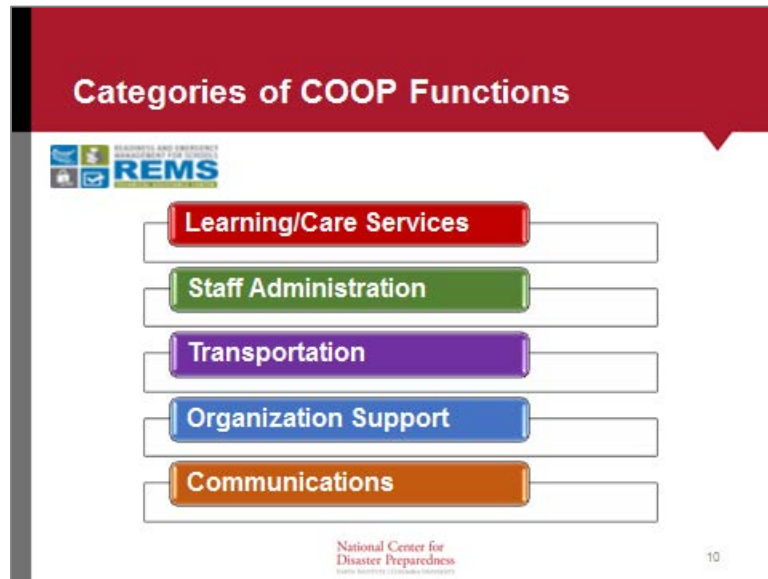
**Your recovery is critical to the recovery of the community!**

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- (Click for animation) What would you do if 30% of your staff was unable to come to work? How would that impact your organization? (Click for animation)
- (Click for animation) What would you do if your building was damaged or there was no running water or electricity? How would that impact your organization? (Click for animation)
- (Click for animation) What would you do if e-mail/shared network drives or your payroll system was not working? What programs or units would be affected? How would this affect their services? What would you do if your organization's website was not functioning? (Click for animation)
- (Click for animation) Lastly, what would be the impacts to your organization if you lost important files (electronic or hard copy), such as employee personal information, vendor contracts, etc.? (Click for animation)
- (Click for animation) Read the benefit of a plan
- (Click for animation) Read the goal
- (Click for animation) "Your recovery is a part of the recovery of the overall community"; provide anecdote related to audience if applicable

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## Slide 10 – Categories of COOP Functions



- The Readiness and Emergency Management for Schools categorized COOP essential functions into the following:
  - Learning/Care Services – the services your organization provides to clients/customers
  - Staff Administration - Payroll, record-keeping, financial operations, and maintenance of the information technology systems.
  - Transportation – If applicable, transfer of children to/from a provider
  - Support - Food services, facilities management, fleet management, and office services
  - Communication - messaging capabilities with students, parents/guardians, and staff
- You decide what model is easiest for your organization to identify your organization's functions; the most important part is to review all units and departments of your organization

## Slide 11 – Essential and Non-Essential Functions

| Essential and Non-Essential Functions                            |                                         |
|------------------------------------------------------------------|-----------------------------------------|
| Fast Food Restaurant Example                                     |                                         |
| Critical Functions                                               | Non-Critical Functions                  |
| Food preparation and distribution                                | Children's playground area              |
| Financial transactions                                           | Staff training and professional growth  |
| Sanitation (i.e., regulatory)                                    | Guest services (e.g., birthday parties) |
| Vendor support (e.g., food container supplier)                   |                                         |
| Dependencies                                                     |                                         |
| Utility providers (electricity)                                  |                                         |
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- The following is an example using a fast food restaurant such as McDonald's or Burger King; review each function in the slide
- Within each function, there may be priorities. For example, in food preparation, the fast food restaurant may want to focus on their top revenue items (e.g., burgers, fries, \$1 menu) and consider ice cream of lower importance.
- At the bottom, you will notice a list of dependencies (i.e., organization cannot control or influence)

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## Slide 12 – Leadership/Orders of Succession

### Leadership/Orders of Succession



- Who are your organization's leaders?
- What types of decisions are they responsible for?
- If one of them was incapacitated for whatever reason, to whom does those decisions and responsibilities transfer?

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- In addition to understanding your organization's critical functions, you should also consider your leadership.
- Who can make decisions during emergencies if an executive is unable to perform his/her job?
- This training will not go in-depth on this particular topic but you can find more information on FEMA's website

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## Slide 13 – Prioritization of Essential Functions

**Prioritization of Essential Functions**

**Recovery Time Objective:** Duration of time to restore a essential function to avoid unacceptable consequences

**Priority 1**

- Functions that address immediate life/safety threats
- Regulatory or required functions
- Revenue impact; loss would lead to future business loss (e.g., a more prepared competitor)

**Priorities 2+ are based on the amount of time they could be suspended without seriously jeopardizing public health or safety**

- Priority 2 functions = 24 hours
- Priority 3 functions = 72 hours
- Priority 4 functions = > 72 hours

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- Read the definition of Recovery Time Objective
- Depending on your organization, there may be additional factors to consider within the different levels of priority (e.g., prolonged loss of an essential function affects child developmental milestone)
- “The important thing to take away is that you must prioritize your essential functions during planning so that you will not have to analyze and choose during an emergency”
- You cannot recover all functions immediately and you may have to plan for interim measures until full recovery of your critical function

## Slide 14 – Example of Prioritization

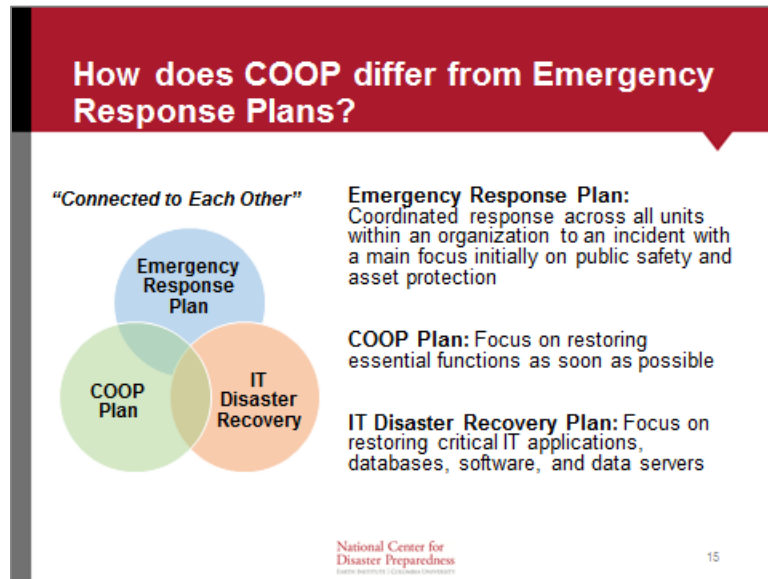
| Example of Prioritization         |                                                |                                         |
|-----------------------------------|------------------------------------------------|-----------------------------------------|
| Fast Food Restaurant Example      |                                                |                                         |
| Priority 1 (hours)                | Priority 2 (1 day)                             | Priority 3 (>3 days)                    |
| Food preparation and distribution | Vendor support (e.g., food container supplier) | Children's playground area              |
| Financial transactions            |                                                | Staff training and professional growth  |
| Sanitation (i.e., regulatory)     |                                                | Guest services (e.g., birthday parties) |

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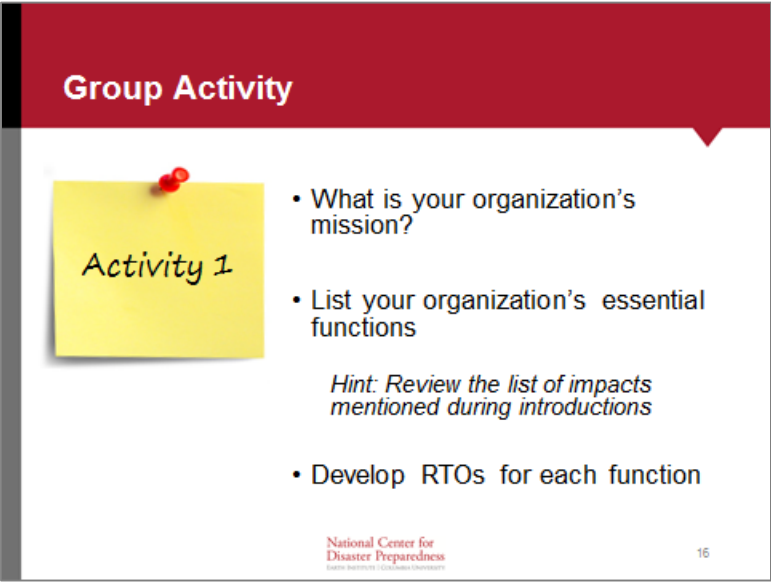
- Going back to the fast food restaurant example, Priority 1 functions have an RTO of a few hours:
  - Food preparation and distribution as that is the main business that brings in revenue
  - Financial transactions as the restaurant needs a way to accept and track payment
  - Sanitation as the health department or customer outrage could shut it down due to non-compliance
- Priority 2 functions have an RTO of 1 day:
  - Vendor support as there is sufficient inventory for the restaurant to process orders
- Priority 3 functions have an RTO of 3+ days as these functions do not really impact revenue or public safety
- We will discuss RTOs more in the next module

## Slide 15 – How does COOP differ from Emergency Response Plans



- Each of these preparedness plans are related to each other in that depending on the incident, one, two, or all plans could be activated at the same time
- For example, an Emergency Response Plan may be activated for a fire within a building where strategies include evacuating everyone out of the building, reuniting children with family, and conducting a damage assessment. The COOP Plan would also be activated because the building is severely damaged so the COOP team would need to identify an alternate location and determine what services could be provided immediately. Lastly, the IT Disaster Recovery Plan would be activated because the server room was destroyed in the fire.

## Slide 16 – Group Activity

The slide features a red header with the text "Group Activity". Below the header is a white rectangular area. On the left side of this area is a yellow sticky note with a red pushpin at the top left corner. The sticky note has the text "Activity 1" written on it. To the right of the sticky note, there is a bulleted list of three items. Below the list is a line of italicized text that serves as a hint. At the bottom of the white area, there is a small logo for the National Center for Disaster Preparedness and the number 16.

**Group Activity**

*Activity 1*

- What is your organization's mission?
- List your organization's essential functions

*Hint: Review the list of impacts mentioned during introductions*

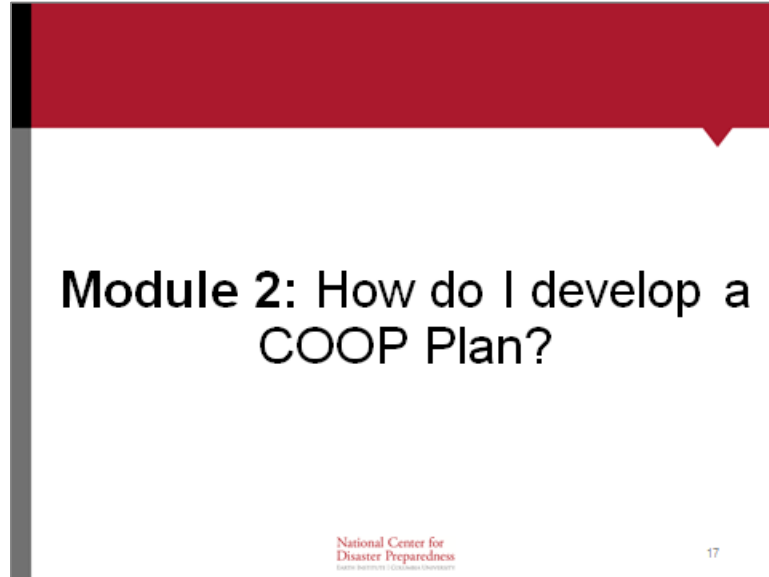
- Develop RTOs for each function

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- List your organizational or agency mission statement
- What services and types of clients do you serve?
- How are these services and clients affected if there is a major winter storm, a long-term power outage, or a pandemic?
- Take 10 minutes to make a list of your organization's essential services
- Have each attendee provide their answers
- **Point out** that essential functions are the foundation for COOP programs and plans. **Stress** that identification of essential functions will be different for each organization and will depend greatly on the type(s) of services provided
- **Remind** the group that, when identifying essential functions, they must include all functions that:
  - Address immediate life safety threats
  - Regulatory or required functions
  - Revenue impact; loss would lead to future business loss (e.g., a more prepared competitor)
  - Social impact (e.g., effects on vulnerable population)

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## Slide 17 – Module 2



- [ADD NOTES]

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## Slide 18 – COOP Planning Steps (Animation)

A presentation slide titled "COOP Planning Steps" with a red header. The slide lists five steps in a bulleted format. At the bottom, there is a logo for the National Center for Disaster Preparedness and the number 18.

**COOP Planning Steps**

- **STEP 1:** Convene a Steering Committee
- **STEP 2:** Determine Essential and Non-Essential Functions
- **STEP 3:** Develop Mitigation and Recovery Strategies
- **STEP 4:** Identify Threats for Prioritization of Strategies
- **STEP 5:** Finalize and Approve Plan

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- There are 5 steps in the COOP Planning Process (read each step)
- (Click for animation) We will start with Step 1: Convening a Steering Committee

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## Slide 19 – Step 1: Convene a Steering Committee

**STEP 1: Convene a Steering Committee**

*Who does this plan affect? Who has resources and specific expertise within the organization?*

- Include all relevant departments and leaders  
Ex. Director, Program Manager, HR Supervisor, Food Service
- Assign roles to all members of the committee  
Ex. Project Manager, Subject Matter Expert, Approver, Writer
- Designate a senior leader as a sponsor/champion to push COOP Plan progress and initiatives; important to have leadership buy-in

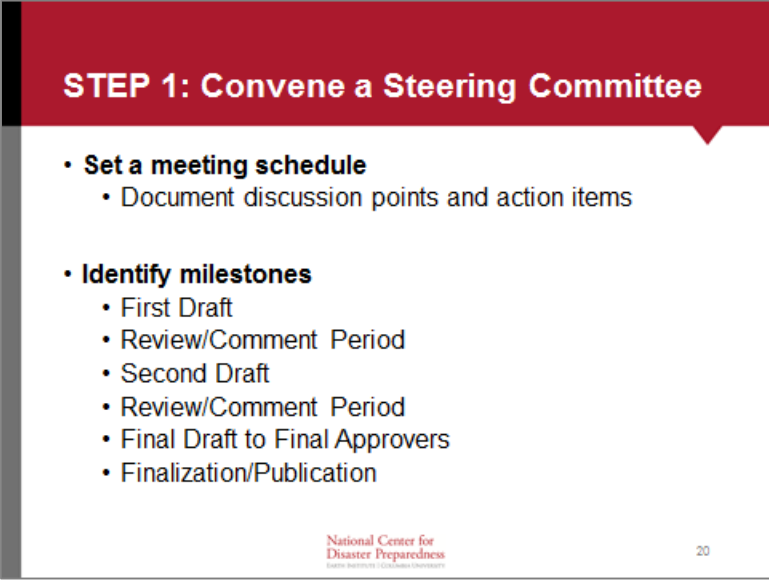
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Columbia University | www.nccdp.org

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- In general, your steering committee decides on the priorities and order of business for your organization and manages the general course of operations
- Your committee should include representation from all relevant departments and sectors
- Every committee member must have a role
- Choose someone to manage all continuity planning and implementation activities
- Designate a senior leader to champion COOP initiatives
- **Stress** that small organizations may have small committees or none at all due to possible constraints; the most important is to have leadership buy-in

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## Slide 20 – Step 1: Convene a Steering Committee (cont.)



The slide features a red header with the title "STEP 1: Convene a Steering Committee". Below the header, on a white background, are two main bullet points. The first is "Set a meeting schedule" with a sub-bullet "Document discussion points and action items". The second is "Identify milestones" with a list of six sub-bullets: "First Draft", "Review/Comment Period", "Second Draft", "Review/Comment Period", "Final Draft to Final Approvers", and "Finalization/Publication". At the bottom right, there is a logo for the "National Center for Disaster Preparedness" and the number "20".

**STEP 1: Convene a Steering Committee**

- **Set a meeting schedule**
  - Document discussion points and action items
- **Identify milestones**
  - First Draft
  - Review/Comment Period
  - Second Draft
  - Review/Comment Period
  - Final Draft to Final Approvers
  - Finalization/Publication

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- The planning process could take several months
- It is important to set expectations by creating a meeting schedule and identifying milestones so that stakeholders stay engaged throughout the planning process

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## Slide 21 – COOP Planning Steps (Animation)



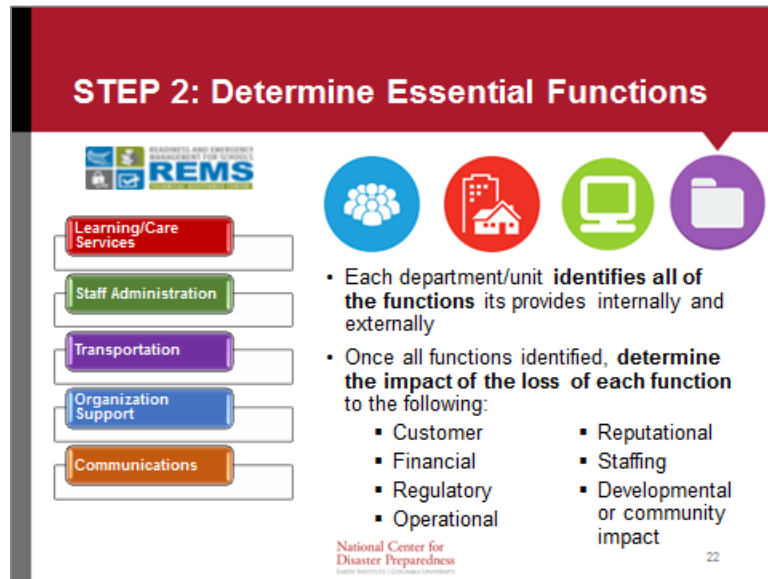
**COOP Planning Steps**

- **STEP 1:** Convene a Steering Committee
- **STEP 2:** Determine Essential and Non-Essential Functions
- **STEP 3:** Develop Mitigation and Recovery Strategies
- **STEP 4:** Identify Threats for Prioritization of Strategies
- **STEP 5:** Finalize and Approve Plan

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- (Click for animation) Now, we will discuss the next step, Step 2: Determine Essential and Non-Essential Functions

## Slide 22 – Step 2: Determine Essential Functions



- This step is the most important step in the whole process and will take the most time to complete
- You can choose between the REMS model or just thinking through each of the functions through the lenses of staffing, building/resources/assets, IT systems and computers, and vital records (electronic and hard copy)
- Each unit or department should identify all functions and the effects on a set list of factors (read each factor)

## Slide 23 – Step 2: Determine Essential Functions (cont.)

### STEP 2: Determine Essential Functions

- **Establish Recovery Time Objectives** – At what point does the loss of this function have a negative impact on my revenue? Causes me to be non-compliant with a certain regulation? Or, affects the community, development of a child, or other vulnerable populations?
  - Must be assigned in a time increment

**Fast Food Restaurant Example**

Food Prep/Distro (RTO: 2 hours)

Sanitation (RTO: 4 hours)

Supplier/Materials (RTO: 24 hours)

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www.fda.gov/oc/ocdisasterpreparedness

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- For each function identified, you must assign a Recovery Time Objective
- How long can I do without this function until it has a negative impact on my business or threatens life safety, public health, or social development of vulnerable populations within my surrounding community?
- Again using the fast food restaurant example, if something were to occur to the restaurant, the owner would focus on recovering its food preparation and distribution function within 2 hours or it could lose customers to a competitor and gravely affect its revenue. At the same time, the owner would work on recovering its sanitation function by 4 hours or the potential for non-compliance or customer illness rises. Lastly, because of the safety stock of materials in the backroom, the owner can process food orders for at least 1 day before another delivery is needed.

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## Slide 24 – Step 2: Determine Essential Functions (cont.)

**STEP 2: Determine Essential Functions**

*Prioritize Functions into Essential and Non-Essential*

**Priority 1**

- Functions that address immediate life/safety threats
- Regulatory or required functions
- Revenue impact; loss would lead to future business loss (e.g., a more prepared competitor)
- Social impact (e.g., vulnerable populations)

**Priorities 2+ are based on the amount of time they could be suspended without seriously jeopardizing public health or safety**

- Priority 2 functions = 24 hours
- Priority 3 functions = 72 hours
- Priority 4 functions = > 72 hours

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- Again, you must categorize your functions into essential and non-essential as these are important to know during an emergency
- Depending on your organization and business, the time increments for your RTOs may differ (e.g., 1 day, 2 days, 7 days)

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## Slide 25 – COOP Planning Steps (Animation)

A presentation slide titled "COOP Planning Steps" with a red header. The slide lists five steps in a bulleted format. At the bottom right, there is a logo for the National Center for Disaster Preparedness and the number 25.

**COOP Planning Steps**

- **STEP 1:** Convene a Steering Committee
- **STEP 2:** Determine Essential and Non-Essential Functions
- **STEP 3:** Develop Mitigation and Recovery Strategies
- **STEP 4:** Identify Threats for Prioritization of Strategies
- **STEP 5:** Finalize and Approve Plan

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- (Click for animation) Now, we will discuss the next step, Step 3: Develop Mitigation and Recovery Strategies

## Slide 26 – Step 3: Mitigation and Recovery Strategies

### STEP 3: Mitigation and Recovery Strategies

*For each function identified, what measures can be implemented to reduce the RTO? What do you need to implement them?*

|                                                                                                                                                 |                                                                                                                                                        |                                                                                                                                                       |                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
|                                                                |                                                                       |                                                                      |                                  |
| <b>Staffing</b>                                                                                                                                 | <b>Assets</b>                                                                                                                                          | <b>IT</b>                                                                                                                                             | <b>Vital Records</b>                                                                                                |
| <ul style="list-style-type: none"><li>▪ Cross-training</li><li>▪ MOUs</li><li>▪ Outside contractor</li><li>▪ Work remotely or lodging</li></ul> | <ul style="list-style-type: none"><li>▪ Alternate location</li><li>▪ MOUs</li><li>▪ Back-up generator</li><li>▪ Extra assets, supplies, food</li></ul> | <ul style="list-style-type: none"><li>▪ Manual processes</li><li>▪ Back-up data server</li><li>▪ Extra equipment</li><li>▪ Outside services</li></ul> | <ul style="list-style-type: none"><li>▪ Manual processes</li><li>▪ Back-up electronic and physical copies</li></ul> |

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www.fda.gov/oc/ocdisasterpreparedness

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- DEFINE MITIGATION: “is the effort to lessen the impact of disasters before they occur”
- DEFINE RECOVERY: “begins with the stabilization of the incident and ends when the organization has recovered from the disaster’s impacts” (FEMA), basically returning to a sense of normalcy
- In this step, you want to identify different strategies to reduce the RTO or lessen the impact
- Discuss each topic and possible strategies on the slide with the group

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## Slide 27 – COOP Planning Steps (Animation)

A presentation slide titled "COOP Planning Steps" with a red header. The slide lists five steps in a bulleted format. At the bottom, there is a logo for the National Center for Disaster Preparedness and the number 27.

**COOP Planning Steps**

- **STEP 1:** Convene a Steering Committee
- **STEP 2:** Determine Essential and Non-Essential Functions
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- **STEP 4:** Identify Threats for Prioritization of Strategies
- **STEP 5:** Finalize and Approve Plan

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- (Click for animation) Next, we will discuss Step 4: Identify Threats for Prioritization of Strategies

## Slide 28 – Step 4: Identify Threats

### STEP 4: Identify Threats

- Identify threats and hazards that affect your organization as well as the surrounding community
- Research for other plans of community based child serving Organizations
- See if your local emergency management agency (city, county, or state) has a Hazard Mitigation Plan



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Source: FEMA/USFED/USACE/USACE/USACE

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- Usually in emergency response planning, you begin with identifying your threats so you plan first for what is most likely to occur
- In a COOP Plan, the focus is more on “what parts of my organization is critical?” so in essence it is an all-hazards plan
- But, you still want to identify your threats and hazards as it will help you to prioritize certain recovery strategies or decide on which mitigation strategies to execute (e.g., Should I pay for a back-up generator if I am in a hurricane zone?)
- Emphasize to the group to work with similar organizations or local and state government partners within their community to see what they see as threats too

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## Slide 29 – COOP Planning Steps (Animation)



**COOP Planning Steps**

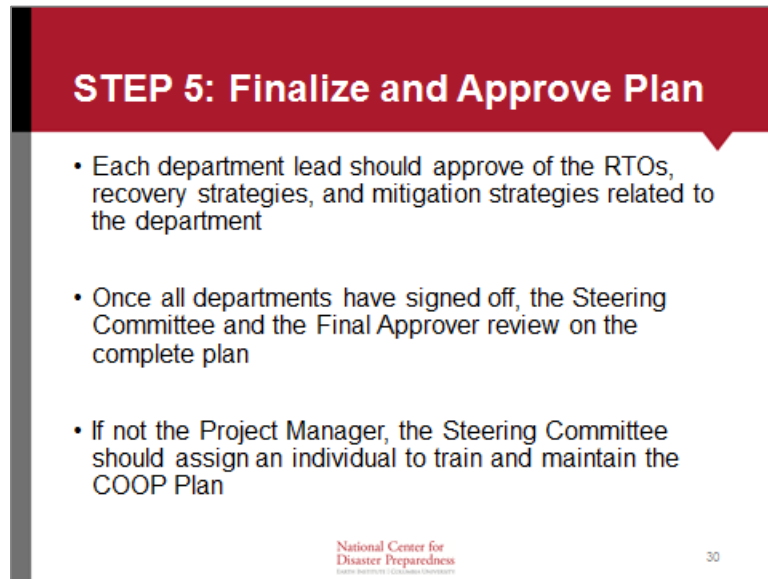
- **STEP 1:** Convene a Steering Committee
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- **STEP 4:** Identify Threats for Prioritization of Strategies
- **STEP 5:** Finalize and Approve Plan

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- (Click for animation) The last step in the COOP Planning Steps is “finalizing the plan”

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## Slide 30 – Step 5: Finalize and Approve Plan



**STEP 5: Finalize and Approve Plan**

- Each department lead should approve of the RTOs, recovery strategies, and mitigation strategies related to the department
- Once all departments have signed off, the Steering Committee and the Final Approver review on the complete plan
- If not the Project Manager, the Steering Committee should assign an individual to train and maintain the COOP Plan

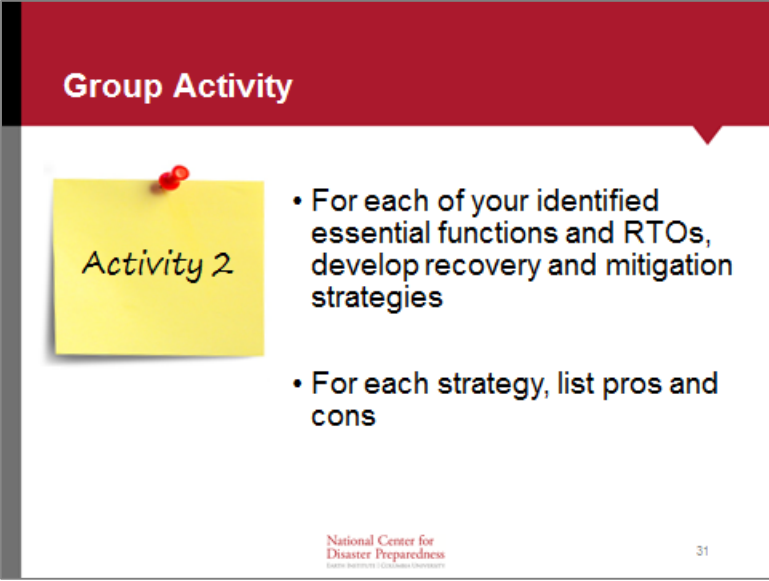
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- The main purpose of this step is to ensure that all stakeholders agree to the final plan, which includes what is considered essential and non-essential, what is the assumed RTO for each function, and what the organization as a whole agrees are the list of strategies to address each function

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## Slide 31 – Group Activity



**Group Activity**

*Activity 2*

- For each of your identified essential functions and RTOs, develop recovery and mitigation strategies
- For each strategy, list pros and cons

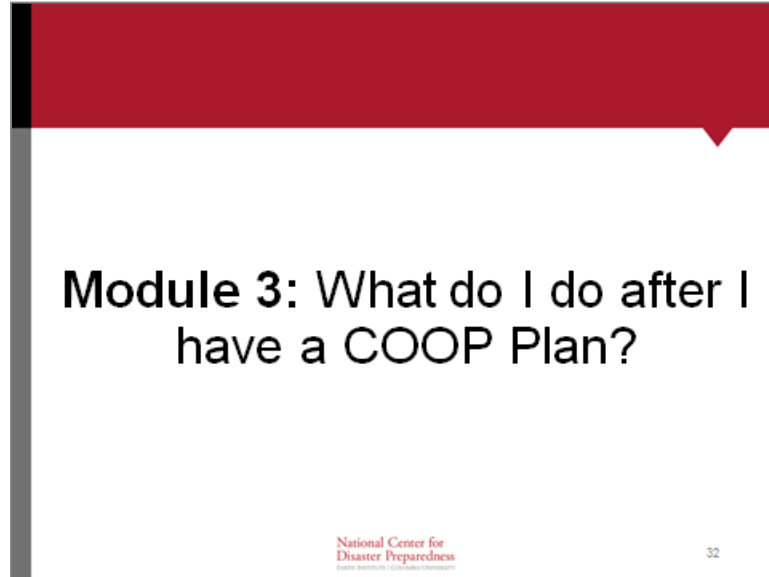
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- Take 15 minutes to develop strategies for each essential function you identified
- List pros and cons of each strategy
- What were some non-essential functions that you identified?
- Have each attendee provide their answers.

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## Slide 32 – Module 3



- [ADD NOTES]

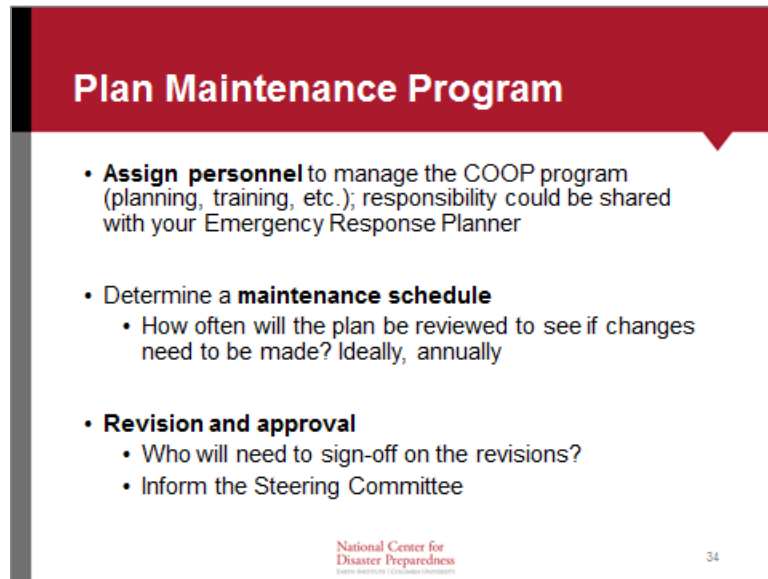
## Slide 33 – Planning is a Process of Continuous Improvement



- Planning for emergencies is a never-ending cycle
- The figure in the slide is a general planning cycle, where you would:
  - Identify your threats so that you...
  - Develop plans to the threats that are most likely to occur
  - Ideally when your plans are complete, you would test and train the staff that would execute the plan or an emergency occurs
  - In which case, post-emergency or post-testing, you revise the plan accordingly
  - You continue in the cycle to close planning gaps and revise assumptions
- In COOP planning, steps 1 and 2 are reversed in that you start with developing a plan

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## Slide 34 – Plan Maintenance Program



**Plan Maintenance Program**

- **Assign personnel** to manage the COOP program (planning, training, etc.); responsibility could be shared with your Emergency Response Planner
- Determine a **maintenance schedule**
  - How often will the plan be reviewed to see if changes need to be made? Ideally, annually
- **Revision and approval**
  - Who will need to sign-off on the revisions?
  - Inform the Steering Committee

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- To continue to improve the plan, the COOP plan needs to be reviewed and revised on a regular basis
- A good rule of thumb is that the plan should be reviewed annually – there could be a change within the organizational structure or a real event that occurred
- You should assign someone to be responsible for this task

## Slide 35 – Develop Training & Exercise Program

### Develop a Training & Exercise Program

*“Prepared employee is a present employee”*



- Which staff should be trained?
- What will they be trained on?
- How will they be trained? (e.g., orientation, workshops, drills, exercises)
- How often will they be trained?
- Include self and family preparedness information

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- A plan is useless if no one knows about it so you must inform and train the staff
- You should test each function identified in the COOP plan
- Think about the type of staff that you have (e.g., full-time, part-time, volunteers, seasonal, etc.) so that you develop effective trainings
- You may want certain managers and leaders to receive in-depth training
- You should include information about self and family preparedness as well because a “prepared employee is a present employee”
  - Your staff will not come to work unless they know their own family is safe
  - The better prepared they are, the more likely they will be able to carry out their essential job functions
  - You can find more information from FEMA’s website
- You should assign personnel to manage this program; if you have a Steering Committee, the members should allocate resources to assist

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## Slide 36 – Develop Training & Exercise Program (cont.)

### Develop a Training & Exercise Program



- After a drill, exercise, or real event, your organization should conduct a “hotwash” or an after action review
- What went well? What went wrong?
- Document recommendations and revise plan accordingly

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- Your organization should conduct after action reviews after a drill, training, or real event so that you continue to make the gaps in your COOP plan smaller
- As a best practice, archiving all these recommendations will help you address future events

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## Slide 37 – Execute Mitigation Strategies



**Execute Mitigation Strategies**

- Purchase assets, build inventory or safety stock
  - Ex. extra supplies/food, back-up generator
- Agreements with 3<sup>rd</sup> party contractors
  - Ex. Porta potty rentals, food service
- Mutual agreements with similar organization or government agency
  - Ex. Alternate location, surge staffing, mental health services

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- In your COOP plan, you identified certain mitigation strategies that would reduce RTOs
- Based on the prioritization of these functions and RTOs, your organization should determine if it is willing to spend money on preparedness
- Review the different types of strategies on the slide and any that the group identified in the Group Activity

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## Slide 38 – Memorandum of Understanding (MOU)

### Memorandum of Understanding (MOU)

*Non-binding agreement between two or more parties outlining terms and details*



- Introduction/background – Why? What capability or resource?
- Purpose – When and how will it be used?
- Scope – Who will be using this?
- Definitions – Specific to a particular party
- Oversight – What is the governance structure? How will the capability be deployed?
- Updates – How will the MOU be modified?

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- A cost-effective mitigation strategy is to enter into MOUs with other organizations
- An MOU is non-binding but describes an agreement between parties
- The agreement should include the following 6 topics (review each topic)

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## Slide 39 – Build External Relationships

### Build External Relationships

*Now that you know your essential functions,  
be your own advocate!*



- Public Sector (local police/fire, office of emergency management, state officials)
- Utilities (electric, gas, water)
- Communications (telephone, internet)
- MOUs with similar organizations
- Donations or grants

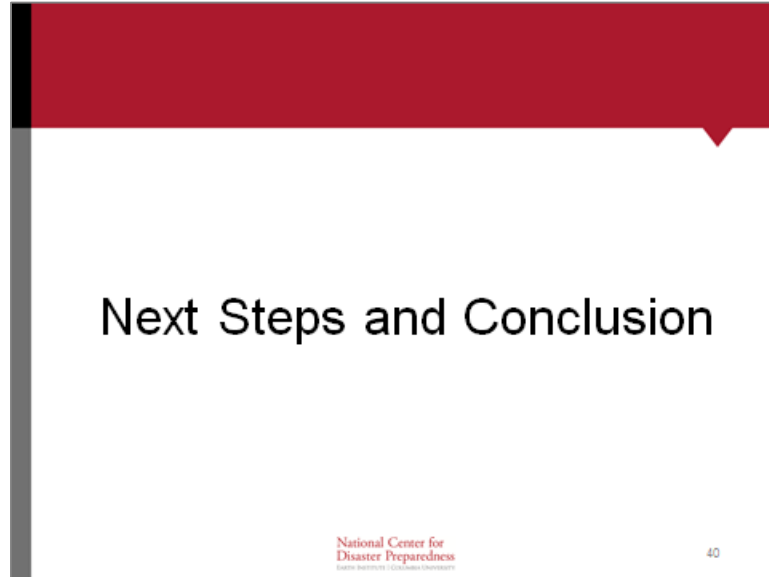
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- Lastly, you need to build relationships with other community partners
- They need to know that you exist and your recovery as a child-based organization is imperative to the recovery of a community after a disaster
- With your COOP plan, you are in a better position to state what kind of assistance you need
- You should also ask your partners what their emergency response and COOP plans are so that you understand the impacts to your organization
- Easy first steps are to invite partners to your trainings/exercises or to ask them to review certain parts of your plan

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## Slide 40 – Next Steps and Conclusion



- [ADD NOTES]

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## Slide 41 – Questions and Open Discussion



The slide features a red header with the title "Questions and Open Discussion". Below the header is a blue icon of two speech bubbles, one containing a question mark and the other containing three dots. The main content area is white and contains two bullet points. At the bottom, there is a small logo for the National Center for Disaster Preparedness and the number 41.

### Questions and Open Discussion



- Any concept that needs additional clarification?
- What are some of the barriers you face in creating a COOP?

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- Capture the questions and answers so that we have a running list of what needs more discussion in the training

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## Slide 42 – Thank You (Last Slide)

A presentation slide with a red header and a white body. The header contains the text "Thank You for Participating!". The body contains a bulleted list of instructions and resources. At the bottom right, there is a logo for the National Center for Disaster Preparedness and the number 42.

**Thank You for Participating!**

- Complete **Participant Feedback Forms** now and leave with the facilitator
- **Additional Resources**
  - Comprehensive training from the National Center for Disaster Preparedness
  - MOU Guide/Template
  - COOP Sheets

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- “We would appreciate feedback with comments and suggestions to help us continue building this very important curriculum”
- Collect Participant Feedback Forms