

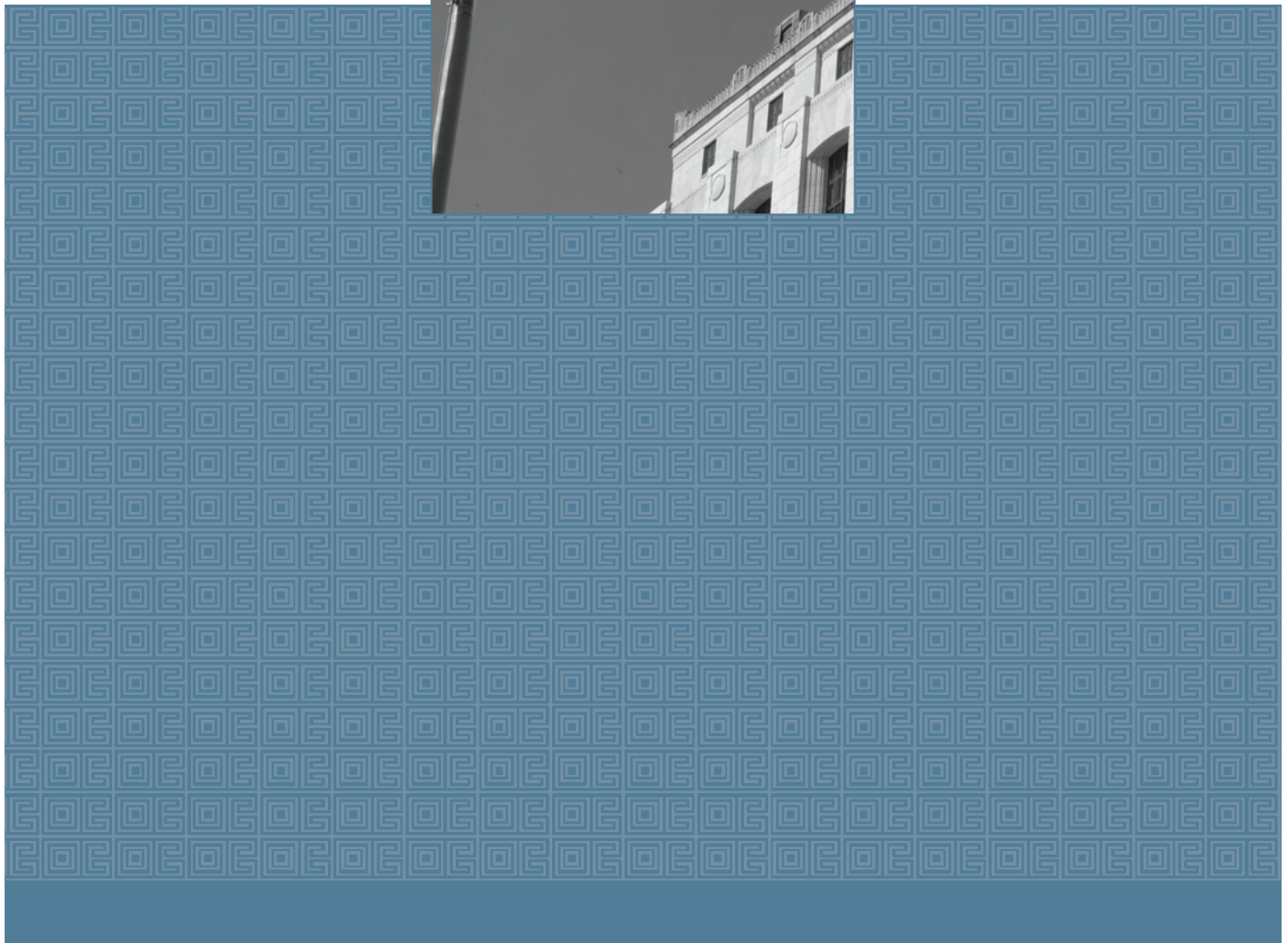


THE SUPREME COURT *of* OHIO

Court Continuity *of* Operations (COOP) PROGRAM GUIDE



2009



THE SUPREME COURT *of* OHIO
COURT CONTINUITY OF OPERATIONS (COOP)
PROGRAM GUIDE

2009



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INTRODUCTION

As events, such as the September 11th terrorist attacks, Hurricanes Rita and Katrina, and the September 2008 windstorm that struck Ohio demonstrate, an emergency or disaster can occur suddenly and impact a broad range of individuals and entities. The courts of the state are not immune from the impact of such events. However, the courts' essential duty to dispense justice does not cease upon the occurrence of an emergency or disaster. As a result, the Supreme Court requires each court to develop and implement a court security plan to, in part, prepare for various foreseeable emergencies and disasters that may befall it.¹

An important element in preparing for such emergencies and disasters is addressing the continued performance of essential court functions in the event normal operations at the court's primary facility are disrupted. To this end, a well-designed and comprehensive continuity of operations ("COOP") plan can ensure court personnel, facilities and systems are prepared to survive the initial effects of an emergency or disaster and alternate work facilities are available to provide the necessary infrastructure to continue operations. For this reason, the Supreme Court requires each court to adopt a written COOP plan as part of its court security plan.²

Although COOP planning is typically thought of in the context of the COOP plan, it is important courts approach it as a program. The COOP plan is the centerpiece of the COOP program, while the COOP program keeps the COOP plan and related procedures current, usable and known by all persons in the court.

The Supreme Court Advisory Committee on Court Security and Emergency Preparedness, with the assistance of the Ohio Emergency Management Agency, developed this *Court Continuity of Operations (COOP) Program Guide*. The guide brings together many different source documents to ease the burden of sifting through COOP-related literature. Additionally, the guide facilitates COOP planning between the court and other local governmental entities.

¹ Sup. R. 9(A) and Standards 2 and 3 of Appendix C of the Rules of Superintendence for the Courts of Ohio.

² Standard 4(A) of Appendix C of the Rules of Superintendence for the Courts of Ohio.

OVERVIEW OF GUIDE

The *Court Continuity of Operations (COOP) Program Guide* leads a court through the necessary steps to lay the foundation of a COOP program, the development of a COOP plan, and the review and maintenance of the COOP program and plan. In order to make the most effective use of the guide, it is recommended the court use it as an electronic document.

OVERVIEW OF COOP PROGRAM AND PLAN DEVELOPMENT AND MAINTENANCE STEPS

- Step 1. Designate the COOP-related personnel and assign responsibilities.
- Step 2. Develop the planning basis for the COOP program and plan.
- Step 3. Identify alternate work facilities (alternate court locations).
- Step 4. Establish a COOP activation team.
- Step 5. Develop the COOP plan.
- Step 6. Develop procedures, job aids, checklists, and flowcharts for implementing the COOP plan.
- Step 7. Coordinate with assisting agencies.
- Step 8. Conduct COOP training and exercises.
- Step 9. Conduct ongoing reviews and corrective actions.

COOP PROGRAM DEVELOPMENT AND MAINTENANCE STEPS

Step 1. Designate the COOP-Related Personnel and Assign Responsibilities.

1.1. Appoint a COOP Program Manager or Coordinator

The court should begin by appointing one person, a “COOP Program Manager” or “COOP Program Coordinator.” This individual ultimately is responsible for the COOP program/planning and maintenance of the program.

1.2. Appoint a COOP Planning Team

The court also should appoint a “COOP Planning Team.” This team is largely a policy-oriented group that has a programmatic and strategic focus. It should include the COOP Program Manager or Coordinator, persons from multiple echelons and disciplines of court operations, and those persons who will be responsible for implementing and maintaining the COOP program. The court should take special care also to include representatives of those assisting agencies with a vital role in court operations (see “**Step 7. Coordinate with Assisting Agencies.**” below), but are not within the control of the court.

The COOP Planning Team sometimes is referred to as the “Planning Group” or “Policy Group.”

PERSONS WHO MAY BE INCLUDED ON THE COOP PLANNING TEAM	
INTERNAL	
The Chief/Presiding/Administrative Judge(s)	The clerk of the court
Telecommunications staff	Court staff
Court security	Facilities management staff
Finance/purchasing staff	Information technology staff
EXTERNAL	
A funding authority/human resources representative	County emergency management agency representative
A Department of Rehabilitation and Correction representative	External telecommunications vendor representative
Local law enforcement agencies’ representatives (including the local police department and sheriff’s office)	An Ohio Public Defender representative
A county prosecutor’s office representative	A records center representative

1.3. Divide and Assign Responsibilities to COOP Planning Team Members

If time permits and sufficient personnel are available, it may be beneficial to divide the COOP Planning Team into the following sub-groups, each addressing one of the topics discussed in this guide:

- Risk assessment;
- Essential functions;
- Essential personnel;
- Vital records and systems;
- Critical resources, including communications, information technology requirements and security;
- Alternate work facilities;
- Training and exercise.

The information in the following steps will lead the team and subgroups through the necessary steps to establish a COOP program, develop a COOP plan and review and maintain the COOP program and plan.

Step 2. Develop the Planning Basis for the COOP Program and Plan.

Emergency plans, including COOP plans, are based upon assessments of the various factors influencing the planning environment. For the COOP program and plan, those factors are determined by the COOP Planning Team conducting risk assessments, an essential function analysis, an essential personnel analysis, a critical resource inventory and alternate work facility evaluations.

HOW TO DETERMINE THE VARIOUS FACTORS INFLUENCING THE PLANNING ENVIRONMENT

- **Risk assessment** Risk assessments are done to determine what hazards, threats and events have the potential to disrupt court operations. “Hazard identifications/analysis” and “risk evaluations/profiles” are some of the names used for risk assessment.
- **Essential functions** Essential functions are those fundamental tasks and jobs functions, stated or implied, that courts are required to perform or are otherwise necessary.
- **Essential personnel** Sometimes known as key personnel, these persons are crucial in performing the essential functions of the court.
- **Critical resources** Critical resources are those systems essential to the function of the court and the continuance of the court’s day-to-day business. Critical resources also are known as “vital systems.” Examples include case management systems, metal detectors and x-ray machines, in addition to electronic court records, scanned documents, facsimile filings, computer networks and security resources.
- **Alternate work facilities** An alternate work facility is a designated place(s) selected to carry on the court’s essential functions should the primary location(s) become unavailable due to a disruption to operations.

2.1. Conduct a Risk Assessment

The COOP Planning Team must conduct a risk assessment to identify those hazards, threats and events to which the court is most susceptible. Identifying those susceptibilities allows the team to develop plans to mitigate the resulting effects. This also allows the team to make a more informed decision when selecting a suitable alternate work facility.

In conducting the risk assessment, the team needs to prioritize identified hazards, threats and events based on probability and potential impact. For example, courts need to plan for power outages, since the probability and impact are high, but it is unnecessary to plan for a hurricane.

CATEGORIES OF HAZARDS, THREATS AND OTHER EVENTS

- **Natural hazards** Include flooding, tornados, earthquakes, electrical storms and pandemics.
- **Man-made or technical hazards** Include fires, hazardous materials, civil disorder and, for those jurisdictions near nuclear power plants, radiological incidents.
- **Terrorism** Although sometimes considered a technical hazard, terrorism has the added dimensions of deliberate planning and execution. Therefore, there are additional factors to consider, such as secondary devices, difficulty of detection and security breaches. Terrorist incidents include explosive devices, Anthrax or other biological agent dissemination and attack by armed assailants. Risk management and reduction literature refers to terrorism and related threats as “security risks.”
- **Catastrophic incidents** Catastrophic incidents are defined by the National Response Framework as any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale or government functions. A catastrophic incident could result in sustained national impacts over a prolonged period; almost immediately exceeds resources normally available to state, local and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security is threatened. All catastrophic incidents are incidents of national significance.

2.2. Determine Essential Functions

The COOP Planning Team next must determine the court’s essential functions. Essential functions are those fundamental tasks and job functions, stated or implied, that courts are required to perform or are otherwise necessary.

There are several ways to approach identifying essential functions. A common methodology considers all functions a court undertakes, and then determines which are essential. To assist the team in determining the court’s essential functions, an “Essential Functions Questionnaire” is in Appendix A of this guide.

The following table lists some of the potential essential functions for courts:

POTENTIAL ESSENTIAL FUNCTIONS	
Initial court appearances	Filing and processing of an emergency guardianship application
Juvenile detention hearings	Civil protection orders
Juvenile emergency shelter hearings	Filing and processing of dependent/neglect/abuse complaints
Issuances of licenses	Issuing temporary custody orders
Maintaining juvenile detention facilities	Processing a protection order
Jury management	Issuing warrants/capiases/incarcerated person/GPS/house arrest
Child support hearings	Filing for motions of change of custody

2.3. Determine Essential Personnel

After identifying the court’s essential functions, the COOP Planning Team must identify the key personnel to perform these functions in the aftermath of an emergency or disaster. For example, if the team identifies emergency court hearings as an essential function, it likely would determine a juvenile court clerk, juvenile court judge and the judge’s administrative assistant are essential personnel needed to complete this function.

Identifying the court’s essential functions also includes determining the minimum number of staff needed to perform these functions.

The team may use the “Essential Functions Questionnaire” found in Appendix A of this guide. Using the appendix, the team can list the essential functions and key personnel needed to perform those functions.

A. Essential personnel methodologies

The COOP Planning Team also may utilize any of the three following Federal Emergency Management Agency methodologies for determining essential personnel:

- Examine the consequences from a vacancy. This methodology examines the potential consequences of leaving an essential position vacant for any amount of time. It may be helpful to identify which and how decision-making authorities were delegated in past vacancies.
- Identify key positions by questioning. Using this methodology, the team asks personnel and management about the potential consequences of leaving an essential position vacant or determining it to be non-essential during an emergency or disaster.
- Identify key positions by historical evidence. Utilizing post-COOP reports and other documentation, interviews and personal experience during an emergency, the team examines which positions and skill-sets were most essential during the emergency or disaster.

B. Orders of succession and delegations of authority

In determining essential personnel, it is important for the COOP Planning Team to review the court's orders of succession and delegations of authority.

1. Orders of succession

The team needs to determine orders of succession. Orders of succession are the formal designations of persons who assume the duties of governmental positions or offices if the original occupants of those positions or offices are unable or unavailable to perform their duties.

Orders of succession should be at least three persons deep for each position. Additionally, it is important to note that enabling designated successors to carry out their new duties successfully requires the court to provide training in their areas of potential responsibility.

To ensure orders of succession for each essential position are complete, it may be helpful to complete a table of organization for the court.

2. Delegations of authority

The team also must examine delegations of authority. Delegations of authority are official documents by which the responsibilities and

authorities of an office or official are completed by another office or designee during an emergency, disaster or the threat of such.

Delegations of authority usually have triggers for activation; procedures outlining the delegation, including notification of relevant staff of the transfer of power; and limitations on the duration, extent and scope of the delegated authority.

3. Difference between orders of succession and delegations of authority

It is important to note the difference between orders of succession and delegations of authority. With an order of succession, the person assumes all authority and responsibility of that position. With a delegation of authority, the person assumes authority within the limitations set, whether the primary authority holder is present or not.

2.4. Determine Vital Records and Critical Resources/Vital Systems and Arrange for Safeguarding and Protection³

Vital records, critical resources/vital systems and databases are those that, if lost or impaired, directly affect the court's ability to carry out essential functions and otherwise conduct business. As explained in further detail below, the COOP Planning Team must address the protection, accessibility and recovery of those records and systems.

A. Vital records

The team must identify the court's vital records (i.e., electronic and hardcopy documents, references, and other records needed to support essential functions during a COOP situation). The term "vital records," as used in this guide, should not be confused with the general meaning that would include certificates of birth, marriage and death. There are two basic types of vital records for COOP-planning purposes:

- Emergency operating records. Emergency operating records include emergency operating procedures, standard operating procedures, general guidelines and procedures and key COOP documents;
- Legal and financial records. Courts have several subsets of legal records, including records of incarcerated persons, case files, trial schedules (such as court calendars) and chain of evidence.

Vital records typically are in three forms: paper, electronic and microfilm. Because vital records may be copied onto other media, it is important to remember that it is the information, and not the original form, that is necessary to capture.

³ Much of the material in this section is adapted from the State of Maryland COOP Planning Manual.

B. Critical resources/vital systems

As with vital records, the COOP Planning Team must identify those systems essential to the functioning of the court and the continuance of the court's day-to-day business, also known as critical resources/vital systems. Information technology, communications and security resources are three primary critical resources/vital systems areas.

1. Information technology

Courts increasingly depend on computer-supported information processing and telecommunications. This dependency will further grow with the trend toward decentralizing information technology to individual organizations within court administrations and throughout the state's court system.

The increasing dependency on computers and telecommunications for operational support poses the risk that a lengthy loss of these capabilities could seriously affect the overall performance of the court. Therefore, as the COOP Planning Team conducts the risk assessment, it should address the impact of losing information technology capabilities and what the potential impact of that loss would be for a specified duration (e.g., if the court loses Internet or intranet connectivity for X hours, what is negatively impacted?). The court's information technology department staff may categorize systems based on the type of impact (e.g., major, minor, etc.) the loss of that system may have on the court within a certain number hours.

As stated earlier, the work for maintaining and reconstituting information technology may be done in the form of an information technology disaster recovery plan. That plan will be an invaluable resource in assisting the court's COOP efforts.

2. Communications

The COOP Planning Team must consider the possibility of an emergency or disaster interfering with the court's normal channels of communications. If it becomes necessary for the court to relocate to an alternate work facility, communications systems must be in place so essential operations can continue unabated. It is, therefore, advisable for the COOP Planning Team to consider this during COOP planning. Potential communication needs including the following:

- Land-line communication, including telephones and facsimiles;
- Wireless communication, including mobile phones, Blackberries and other PDA devices and satellite phones;

- Radio communication, including public safety communication systems, citizens band radio and amateur radio;
- E-mail and Internet, including instant messenger services;
- Links to court-information systems and related databases.

**INTEROPERABLE COMMUNICATIONS
SHOULD PROVIDE THE FOLLOWING:**

- (1) Capability commensurate with the court's essential functions;
- (2) Ability to communicate with essential personnel;
- (3) Ability to communicate with other agencies, organizations and parties;
- (4) Access to data and systems;
- (5) Communications systems for use in situations with and without warning;
- (6) Ability to support COOP operational requirements;
- (7) Ability to operate at the alternate work facility within 12 hours and for up to 30 days;
- (8) Interoperability with existing field infrastructures.

3. Security

Finally, the COOP Planning Team must consider security needs. Courts have unique security requirements, ranging from personnel needs to equipment needs. Examples of potential security requirements include the following:

- Security equipment;
- Audio/visual equipment;
- Surveillance;

- Prisoner restraint;
- Metal detectors and wands.

C. Protection and preservation

After identifying vital records and critical resources/vital systems, the COOP Planning Team should review methods of protection and preservation and current back-up schemes and retention schedules of the records and resources. Upon this examination and in light of COOP requirements, it may be necessary to revise those methods, schemes and retention schedules to occur more frequently.

Prevention often is the best cure. However, there may be situations where protection methods fail. In such circumstances, a court may turn to its information technology department's disaster recovery plan. The information technology department may have a disaster recovery plan in place for information technology systems and equipment. Accordingly, the team should consult with its respective information technology staff for assistance in COOP planning for recovery of vital electronic records.

However, the inquiry does not stop at the information technology department door. The team also should identify restoration and recovery resources for non-electronic records.

It is likely that each court has programs in place to assure the safeguarding of records, maintaining the systems in which they are physically or electronically stored and recovering lost or damaged records and systems. The team should incorporate these programs into the COOP planning / program to take advantage of the work already accomplished. It may be necessary to take corrective action to ensure those existing systems can be redeployed to an alternate work facility in the event of a disruption.

CONSIDER OFF-SITE STORAGE

If possible, it may be prudent to store duplicate files, back-up servers and other mission-critical systems at the court's primary alternate work facility or another off-site location. Many third-party vendors offer affordable off-site data and document storage.

Step 3. Identify Alternate Work Facilities (Alternate Court Locations).

3.1. Alternate Work Facilities in General

A key element of the COOP plan is the designation of alternate work facilities. First, it is important to note that in some emergency scenarios, activation and execution of the COOP plan may not necessitate relocation to an alternate work facility. However, should leaving the primary work site be necessary, there is a three-step process to relocation: (1) activation and relocation; (2) alternate work facility operations; and (3) reconstitution.

**THREE STEPS TO RELOCATING
TO THE ALTERNATE WORK FACILITY**

- **Activation and relocation** Activation and relocation occurs in the first 12 hours after a disruption to operations requiring abandonment of the primary facility. This step relies heavily upon communication between the COOP Program Manager or Coordinator/COOP Planning Team and the affected personnel, and between the affected court, assisting agencies and vendors who provide services for the move to temporary facilities, as well as to the public.
- **Alternate facility operations** Alternate facility operations involves the continuity of operations at an alternate work facility and lasts until the end of the emergency or disaster. Generally, operations in the alternate work facility are limited to only the essential functions. All alternate work facilities must have the capability to sustain essential functions for 30 days.
- **Reconstitution** Reconstitution involves the return to the court's regular quarters and resumption of normal operations.

In the event an incident affects only the court building and leaves others intact or in a safe and usable condition, space-sharing agreements between different courts in the same vicinity are advisable. For example, if the Buckeye County Probate and Juvenile Court's hearing rooms are unusable, a memorandum of agreement or understanding with the neighboring Buckeye County Court of Common Pleas may be helpful.

3.2. Determine the Requirements for an Alternate Work Facility

When identifying an alternate work facility, the COOP Planning Team should ensure the facility provides each of the following:

- Sufficient space and equipment to sustain relocating the court;
- Capability to perform essential functions as soon as possible with minimal disruption of operations, but in all cases within 12 hours of activation and until normal business activities can be reconstituted, which could be up to 30 days under various threat conditions;
- Reliable logistical support, services and infrastructure systems, particularly securing incarcerated persons;
- Consideration for the health, safety, security and emotional well-being of relocated employees;
- Interoperable communications, including means for secure communications with all identified essential internal and external organizations, parties and the public;
- Computer equipment, software and other automated data processing equipment necessary to carry out essential functions;
- Ability to communicate with all identified essential internal and external organizations, customers and the public;
- Appropriate physical security and access controls for movement into and out of alternate work facility.

Create a List of Potential Alternate Work Facilities and Rank Them According to How They Meet the Court's Needs

Once the COOP Planning Team has determined its needs for space and infrastructure, it should identify as many suitable facilities as possible and rank them according to how well each meets the needs, and cost constraints of the court. Consider first those facilities owned by the court or another local government entity.

Implement Cooperative or Mutual-Aid Agreements for the Alternate Work Facilities

Often, due to fiscal constraint, operating and maintaining a separate alternate work facility is not within the means of a court. If this is the case, the COOP Planning Team should consider entering into cooperative or mutual-aid agreements and using virtual office technologies. With a cooperative agreement, the court can contract for use of another court's or organization's facility in an emergency or disaster. With a mutual-aid

agreement, the court and other court or organization agree to help each other in the event of an emergency or disaster.

Several courts also may opt to contract together with an outside vendor for use of an emergency facility. A word of caution: in making these agreements, be sure to assess whether the potential cooperative or mutual-aid partner has similar agreements with other organizations in place that might conflict with the agreement at hand. A large-scale emergency or disaster could affect many jurisdictions and organizations in contract with each other or for use of the same space in an emergency or disaster.

COURTS AND DETENTION FACILITIES

Many courts have detention facilities attached or adjacent to the court building. This adds to the complexity of continuing operations. As with the process for locating alternate work facilities for court operations, it is necessary to arrange for the health, safety and well-being of the detained populations. This may prove to be difficult.

In normal operations, it sometimes is necessary for detention facilities to work out temporary arrangements with neighboring or nearby detention facilities to house or hold an overflow population. A tentative and reciprocal memorandum of understanding or agreement with nearby facilities in order of preference is advisable.

Step 4. Establish a COOP Activation Team.

4.1. COOP Activation Team in General

The COOP Planning Team should establish a “COOP Activation Team,” which is comprised of those individuals responsible for the immediate implementation of the COOP plan when activated. The team focuses on getting operations transitioned and running as quickly as possible. Persons on the COOP Planning Team also may be on the COOP Activation Team.

4.2. Advance Team and Operational Team

The COOP Activation Team typically is made up of two entities, an “Advance Team” and an “Operational Team,” also referred to as the “Response Team” and “Crisis Management Team.” The Advance Team primarily is responsible for the activation and set up of the alternate work facility. The Operational Team is comprised of those essential personnel necessary to begin the most urgent and/or essential functions. In smaller jurisdictions, the teams may include the same people.

Step 5. Develop the COOP Plan.

5.1. COOP Plan in General

In steps one through four of the guide, the COOP Planning Team laid the groundwork for the COOP plan. The goal now is for the COOP Planning Team to bring those pieces together, forge them into a workable COOP plan and ensure that the court is capable of continuing essential operations in the face of a wide range of emergencies and disasters. Or, as the *National Fire Protection Association* states:

[COOP plans should] identify stakeholders that need to be notified, the critical and time-sensitive applications, alternative work sites, vital records, contact lists, processes, and functions that shall be maintained, as well as the personnel, procedures and resources that are needed while the entity is recovering.⁴

5.2. Objectives of the COOP Plan

A successful COOP plan often addresses the following objectives:⁵

- Ensuring the performance of essential functions during a COOP event;
- Reducing the loss of life and minimizing damage and losses;
- Successfully executing orders of succession in the event a disruption renders leadership unable to assume their duties or responsibilities of office;
- Mitigating or reducing disruption to operations;
- Ensuring alternate work facilities are available to perform essential functions or to implement a “work-in-place” strategy in the event of a pandemic;
- Protecting essential facilities, equipment, vital records, critical resources/vital systems and databases;
- Achieving a timely and orderly recovery from an emergency or disaster and reconstitution of normal operations to allow resumption of essential functions;
- Validating court preparedness and COOP readiness through testing, training and exercising the programs supporting the COOP plan.

⁴ National Fire Protection Association, *NFPA 1600, Standard on Disaster/Emergency Management and Business Continuity Programs*, ¶ 5.8.3.8. (2007).

⁵ See *Federal Preparedness Circular 65, “Federal Executive Branch Continuity of Operations (COOP)*, 3 (June 2004).

Successful COOP plans and programs build courts capable of each of the following:⁶

- Implementing the COOP plan with or without warning;
- Resuming essential functions with minimal disruption, but in all cases within 12 hours of COOP plan activation;
- Maintaining sustained operations until normal business activities can be reconstituted;
- Conducting regularly scheduled testing, training and exercising of personnel, equipment, systems, processes and procedures used to support the court during a COOP event;
- Providing a regular risk analysis of current alternate work facilities;
- Locating alternate work facilities in areas where the ability to maintain and terminate continuity operations is maximized; power, telecom and Internet grids are distinct from the primary location; and the distance from the primary facility is sufficient to be removed from whatever hazard threatens;
- Taking advantage of existing infrastructures and consideration of other options, such as shared or joint facilities;
- Rigorously developing, maintaining and reviewing the COOP plan and program on a set schedule.

5.3. COOP Plan Materials

By using the “Essential Functions Questionnaire,” along with other worksheets attached in the Appendix, the COOP Planning Team is ready to assemble the COOP plan. The COOP Planning Team also may use the companion *Court Continuity of Operations (COOP) Plan Template*, which is available on the Supreme Court Web site, for more information on the precise format of the COOP plan.

APPENDICES

The purpose of having appendices and other attachments to a COOP plan is that, invariably, things will change within the court. Employees leave and new employees come on board and persons are promoted or change jobs. Having the appendices leaves the main body of the plan largely intact.

⁶ Id. at 3-4.

Step 6. Develop Procedures, Job Aids, Checklists and Flowcharts for Implementing the COOP Plan.

6.1. Procedures

A. Procedures in general

Following completion of the COOP plan, the COOP Planning Team must establish procedures for the implementation of the plan. Procedures play an important role in preserving the quality and consistency of response. Some potential topics for procedures include the following:

- Suspending court operations at the primary court facility;
- Activating the COOP Activation Team;
- Having the COOP Activation Team open the alternate work facility;
- Implementing alternate work facility security;
- Moving vital systems and records;
- Moving or transporting incarcerated persons;
- Contacting alternate judges;
- Temporarily suspending court operations;
- For pandemics, creating a “work-in-place” strategy to maintain social distancing or hygiene practices shown to limit the spread and severity of communicable illnesses;
- Developing department policy/procedural manuals to outline in simple language how to perform each essential function.

B. Procedure writing

Prior to writing the procedures, evaluate the job or task and determine all steps necessary to ensure successful completion. Integrate first-hand observations with manuals and existing standards into the procedures. Get the person or persons who use the procedure involved in the process of writing or revising the procedures.

When writing the procedures, one must do each of the following:

- Make the procedures short, to the point and specific. For example: “How to operate a piece of equipment,” “How to back-fill a required position in the court,” and “How to request assistance from a local or state agency.”
- Write the procedures with the novice user in mind, not an expert. The person who uses the procedure may not have done this task before.
- Develop procedures that can be read and used under stress;
- Use a simple numbering and identification system.

Additionally, good procedures use an active voice and consistent terminology, free from jargon or acronyms. Organize the procedure or process sequentially using steps or graphics. Procedures should clearly mark or highlight warnings or cautions **before** an action step, not afterward.

6.2. Job Aids

The COOP Planning Team also should prepare job aids (i.e., written procedures or parts of procedures designed for use while on the job). Job aids are appropriate for complex tasks or critical tasks that could result in serious consequences. They are particularly helpful when tasks are infrequent or in job locations where personnel often change. Job aids also are useful when conformity is needed among workers and/or across locations. A sample job aid is on the following page.

SAMPLE JOB AID	
Title	Record an Emergency Action Notification (EAN) Announcement
Purpose	Purpose: To activate the Emergency Alerting System (EAS)
When	When: Activate the EAS when a request is received from one of the following: <ul style="list-style-type: none"> ■ Chairperson, Board of Commissioners ■ Mayor, or designated representative ■ City or County Manager ■ Sheriff ■ Emergency Management Director ■ Communications Director
Materials	Materials: <ul style="list-style-type: none"> ■ EAS activation request ■ EAS Code List
Actions	Actions:
	☆ <i>Verify the authenticity</i> of the EAS activation request by referring to the EAS Code List.
	⌚ <i>Prepare a written script</i> of the Emergency Action Message.
Action Verb	⌚ <i>Call</i> the CPCS -1 station (WNDR-FM) Control Room at 391-444-2020 and give your: <ul style="list-style-type: none"> ■ Name ■ Title ■ Political subdivision you represent
Numbers & Lines	⌚ When the station signals that it is <u>ready to record</u> : <i>Read</i> the prepared Emergency Action Message in an authoritative manner.
	⌚ <i>Stay on the line</i> until the station confirms that they have authenticated and activated the message.
Desired Results	⌚ <i>End</i> the call.

Highlighted info.

When step is done.

6.3. Checklists

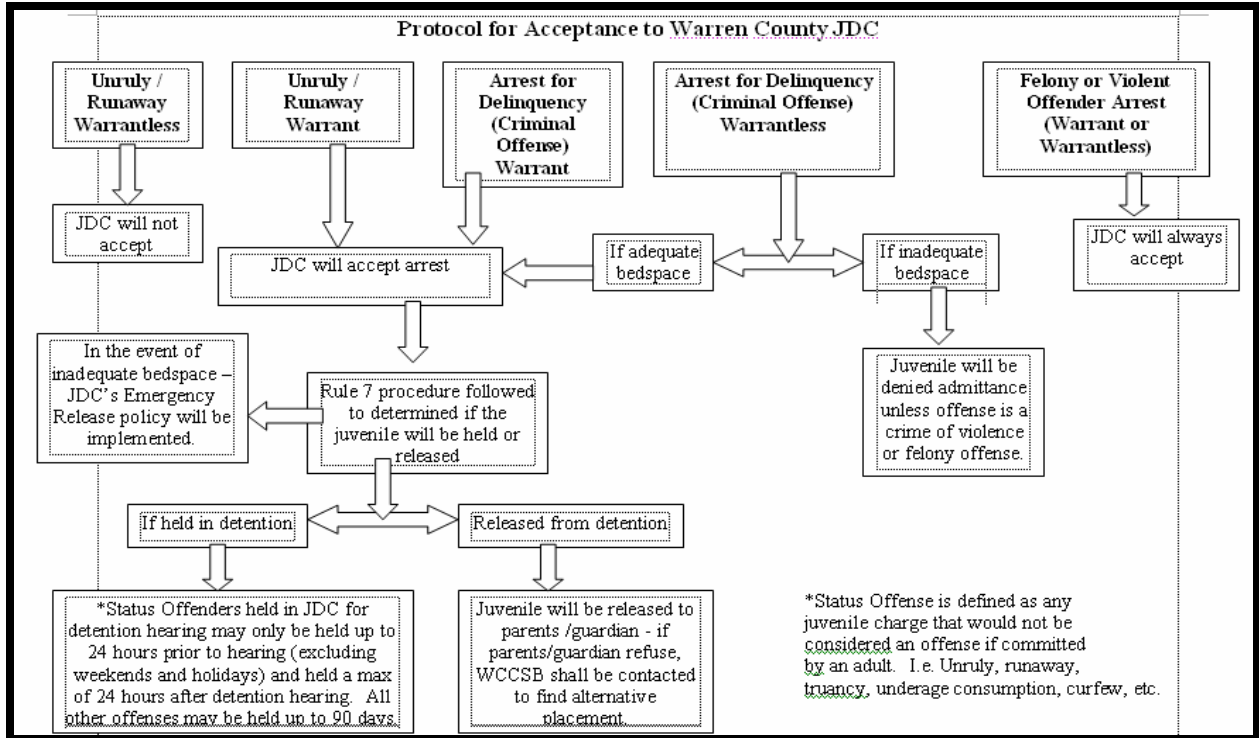
Checklists (i.e., yes/no lists) are another method of ensuring successful implementation of the COOP plan. Checklists also are useful to conduct quick inventories. The following is an example of a checklist.⁷

Equipment and Tools			
Tools	(√)	Kitchen Items	(√)
Portable, battery-powered radio or television and extra batteries		Manual can opener	
NOAA Weather Radio, if appropriate for your area		Mess kits or paper cups, plates, and plastic utensils	
Flashlight and extra batteries		All-purpose knife	
Signal flare		Household liquid bleach to treat drinking water	
Matches in a waterproof container (or waterproof matches)		Sugar, salt, pepper	
Shut-off wrench, pliers, shovel, and other tools		Aluminum foil and plastic wrap	
Duct tape and scissors		Resealable plastic bags	
Plastic sheeting		Small cooking stove and a can of cooking fuel (if food must be cooked)	
Whistle			
Small canister, ABC-type fire extinguisher		Comfort Items	
Tube tent		Games	
Compass		Cards	
Work gloves		Books	
Paper, pens, and pencils		Toys for kids	
Needles and thread		Foods	
Battery-operated travel alarm clock			

⁷ The checklist extracted from Appendix B of the Federal Emergency Management Agency’s Web site (www.fema.gov/areyouready/appendix_b.shtm).

6.4. Flowcharts

Finally, the COOP Planning Team may establish flowcharts to assist essential personnel in performing critical functions. The following is an example of a flowchart from the Warren County Juvenile/Domestic Court:



Step 7. Coordinate with Assisting Agencies.

Every organization, including courts, has businesses or groups to support its essential functions. These organizations are known as “assisting agencies,” and include vendors, law enforcement, etc.

It is not enough for the COOP Planning Team to write the court’s expectations for its assisting agencies into the COOP plan. External coordination and cooperation between the court and assisting agencies are necessary to ensure a viable COOP plan. The following are several steps to ensure coordination with assisting agencies:

7.1. Involve Assisting Agencies on the COOP Planning Team

As previously noted, it is especially important to involve assisting agencies on the team. It also is important to participate in the COOP planning of agencies that rely upon the court’s assistance (i.e., agencies to which the court is an assisting agency) so the agency knows what to expect of the court’s operations during a COOP event.

7.2. Determine What Support the Court Expects to Need During a COOP Event

The team should evaluate current contracts and memoranda of understanding or agreement to learn what materials and services the assisting agencies provide during normal operations. The team then should determine which materials and services are needed to maintain operations in a COOP event.

7.3. Review Assisting Agency COOP Plans

Are the court’s assisting agencies prepared to maintain their services and support during continuity operations? Is supporting the court one of their essential functions? Does that section of their COOP plan adequately address the court’s projected needs? If assisting agencies do not have a COOP plan, encourage them to begin.

7.4. Memoranda of Understanding or Agreement

Documenting the agreed upon expectations between the courts and assisting agencies through the use of memoranda of understanding or memoranda of agreement is useful in clarifying responsibilities and coordination issues in a COOP event.

Step 8. Conducting COOP Training and Exercises.

8.1. Provide Education and Training to Staff on COOP Implementation

A. Personal and family preparedness

It is impossible to implement a COOP plan if court employees are distracted or worried about their families during an emergency or disaster. This is especially true when large catastrophic events affect a widespread area. Thus, it is vitally important for the COOP Planning Team to provide employees with the knowledge needed to prepare their families for the personal impact any emergency or disaster may have on them. To aid personnel in this area, a “Family and Individual Disaster Plan” is provided in Appendix D of the guide.

B. Training personnel

As previously noted, the COOP plan only is one part of the COOP program. To ensure the court develops the capability to continue operations, it must ensure that everyone is aware of the existence of the COOP plan and train personnel on the plan and related procedures. It is a good practice to periodically review and update COOP plans and procedures.

1. Orientation (awareness)

All court personnel should receive an orientation to COOP procedures and their role in a COOP event. This orientation should make non-essential personnel aware of notification, evacuation and other important emergency procedures. New employees should receive an orientation at the start of their employment and annual reorientation should occur court-wide. Refresher training should be available on an annual or bi-annual basis.

2. Advanced COOP training for certain personnel

Employees with more complex roles under the COOP plan may require additional training. Specific operational training may be developed for the following:

- The COOP Advanced Team and Operational Team members;
- Court management;
- Key court personnel;
- Information technology personnel;

- Personnel who will be successors to key personnel or assume delegated authority.

EXAMPLES OF TRAINING AND EXERCISES

- Individual and team training of court personnel on specific procedures;
- Internal testing and exercising of COOP plans and procedures;
- Testing of alert and notification procedures;
- Refresher orientation for COOP personnel;
- Joint exercising of COOP plans with assisting agencies, if appropriate.

8.2. Implement a COOP Plan Exercise Program

A. Conduct COOP plan exercises

The court should develop a regular exercise schedule for the COOP plan, with each exercise varying in format, scope and audience. Exercises should regularly test preparedness and occur after major changes or revisions to the COOP plan, supporting systems or personnel.

1. Table-top exercises

Tabletop exercises are a good first step in a exercise program. During tabletop exercises, court staff meet to discuss hypothetical situations and aspects of implementing the COOP plan. A key goal of the tabletop exercise is to increase familiarity with the COOP plan and procedures amongst the participants and, at the same time, to test plan elements. Courts should have a tabletop exercise for assisting agencies in similar areas.

2. Full-scale exercises

An annual exercise of the COOP plan, including relocation and operation at an alternate work facility, helps COOP planners understand the strengths and weaknesses of the plan and adapt it accordingly. The conditions for the exercise should mirror an authentic emergency. Scenarios should reflect risks associated with the court. The court should consider creating special scenarios for full-scale exercises, such as

removing key leaders from the exercise, to test key aspects of the plan, such as orders of succession and delegations of authority.

3. Exercise evaluation

After any exercise, a detailed after-action report is drafted as part of overall exercise evaluation. An “Exercise Evaluation Team,” which does not participate in the actual exercise, monitors the exercise and record exercise data. Problems and lessons learned are extracted from the after-action report and lead directly to corrective actions, including possible COOP-plan revisions. Future exercises should test these areas of concern.

B. Activation of the COOP plan

The final phase of the COOP program is the execution of the COOP plan during an actual disruption. This phase is considered during plan development, because a COOP plan should contain strategies for resumption and recovery of operations that include procedures for emergency response; plan activation; communication; evacuation; and data preservation, salvage and restoration.

A COOP plan can be activated in part or in whole, depending upon the disruption or threat. For example, an event may demand that employees evacuate a single facility for a day or two, in which case execution of only the communications component of the COOP plan and information technology recovery of data and systems may be necessary. On the other hand, the court’s facilities could be destroyed at the height of the business day, which necessitates full execution of the COOP plan, including the deliberate and pre-planned movement of key personnel to an alternate work facility.

Step 9. Conduct Ongoing Reviews and Take Corrective Actions.

The organizational structure of the court changes over time, as do the functions assigned to specific departments and personnel. As a result, the court should review the COOP plan as part of the training and exercise program to ensure the plan always reflects current conditions.

SUGGESTED COOP PLAN REVIEW STEPS

- Designate a COOP Review Team;
- Identify items or issues with a high probability of changing, such as personnel changes, orders of succession and delegations of authority;
- Establish a review cycle for ensuring the entire plan is up-to-date.

The court should designate a “COOP Review Team” to oversee the review of the COOP plan. It may work in the court’s interest to include those persons and positions involved in the original COOP-planning effort.

SUGGESTED COOP REVIEW TEAM RESPONSIBILITIES

- Maintain the COOP plan to ensure currency and readiness, including procedures, equipment and systems and personnel and rosters;
- Address and resolve COOP policy issues;
- Advise court personnel on COOP-related matters;
- Coordinate among related plans (e.g., information technology disaster recovery plans, court security plans and other court and local government plans);
- Conduct training, tests and exercises;
- Update the COOP plan annually to incorporate lessons learned from tests and exercises or actual events.

To assist in the review function, the COOP Review Team should establish a review cycle outlining the court’s various COOP-related activities and tasks. An example of a review cycle follows.

Sample Review Cycle			
Activity	Tasks	Frequency	Responsible Position(s)
COOP plan update and certification	<ul style="list-style-type: none"> • Review entire plan for accuracy • Incorporate lessons learned from exercises or experience and changes in court's policies or philosophies. • Manage distribution of plan updates 	<ul style="list-style-type: none"> • Annually • As needed 	<ul style="list-style-type: none"> • COOP Program Manager
Maintain and update orders of succession	<ul style="list-style-type: none"> • Obtain names of current incumbents and designated successors • Update delegations of authority 	<ul style="list-style-type: none"> • Have each new incumbent determine successors during orientation • Annually 	<ul style="list-style-type: none"> • Human Resources • COOP Program Manager
Checklists	<ul style="list-style-type: none"> • Update and revise • Ensure annual update/validation 	<ul style="list-style-type: none"> • As needed 	<ul style="list-style-type: none"> • COOP Planning Team
Update position rosters	<ul style="list-style-type: none"> • Confirm/update information of employees/COOP-related teams 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • COOP Program Manager • Human Resources
Maintain alternate work facility preparedness/readiness	<ul style="list-style-type: none"> • Check all systems • Verify access codes and systems • Cycle supplies and equipment 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Court administrator • Information Technology Rep. • COOP Advance Team
Monitor and maintain equipment at the alternate work facility	<ul style="list-style-type: none"> • Monitor volume/age of materials/equipment and assist with cycling/removing files • Perform normal maintenance 	<ul style="list-style-type: none"> • Ongoing • Monthly 	<ul style="list-style-type: none"> • Court administrator • Information Technology Rep. • COOP Advance Team
Train new members	<ul style="list-style-type: none"> • Provide orientation • Schedule participation in all training and exercises events 	<ul style="list-style-type: none"> • Within 30 days of appointment 	<ul style="list-style-type: none"> • Human Resources • COOP Planning Team

Sample Review Cycle			
Activity	Tasks	Frequency	Responsible Position(s)
Orient new policy officials and senior management	<ul style="list-style-type: none"> • Brief officials on COOP • Brief official on their COOP responsibilities 	<ul style="list-style-type: none"> • Within 30 days of appointment 	<ul style="list-style-type: none"> • Human Resources • COOP Planning Team
Plan and conduct exercises	<ul style="list-style-type: none"> • Internal • Joint • Jurisdiction-wide 	<ul style="list-style-type: none"> • Semi-annually • Annually • Annually 	<ul style="list-style-type: none"> • COOP Planning Team
Review and update MOU/MOA/contracts	<ul style="list-style-type: none"> • Review to ensure current • Incorporate changes, if required • Obtain signature renewing agreement or validity 	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Legal counsel • COOP Program Manager
Maintain security clearances	<ul style="list-style-type: none"> • Obtain, maintain and update appropriate security clearances 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • County Sheriff • Human Resources • COOP Program Manager

APPENDIX A: DETERMINING ESSENTIAL FUNCTIONS

Essential Functions Questionnaire Instruction Sheet

1. Identify functions:

- Identify functions the court performs or is required to perform on a regular basis. Some are mandated by statute or rule; others are based on their importance to court personnel.
- For example, the filing/processing of an Emergency Guardianship Application.

2. What service(s) does each function provide?

- Identify what service each function provides to the court.
- In the example above, the response would be the filing/processing of an application that provides the legal authority to manage a ward due to an emergency, or if immediate action is required to prevent significant injury to the minor or incompetent.

3. Which department performs this function?

- Identify the department primarily responsible for the performance of this function.
- In the example above, this function is performed by the Probate Clerk's office.

4. What assisting agencies does the court depend upon to complete this function?

- It is common to require the services of assisting agencies to complete certain functions.
- An example is the need for the Data Processing Department to maintain and update the COOP database.

5. Who are the key personnel needed to perform this function?

- Key personnel are identified as the minimum number of staff needed to perform the function.
- For example, the juvenile court judge, a juvenile court clerk and a bailiff would be the minimum number of staff needed in order to file and process a dependent/neglect/abuse complaint.

6. How soon does this function need to be performed?

- This is the most important component of the questionnaire. It is critical to identify how quickly a function needs completed in order to continue the function in an emergency or disaster. To answer this, ask how quickly this function needs to be online.

7. Does the loss of this function affect other organizations?

- Oftentimes, the loss of a court function affects other organizations.
- An example of such would be Children's Services, the prosecutor's office and local law enforcement agencies not being able to file a complaint of dependent/neglect/abuse in the event a court is unable to operate.
- Those organizations/agencies affected by the loss of the function can be directed quickly to an alternate work facility so services can continue.

8. Can this function be transferred to another department, assisting agency or other organization? If yes, which one(s)?

- Identify other departments, assisting agencies or organizations with the ability to perform this function in the event the court is unable to perform. Please note that if more than one department, assisting agency or organization can perform this function, list the order they would be called upon to do this task.

9. Is this function mandated by the Revised Code/the Rules of Superintendence for the Courts of Ohio/local rule/or other legal requirement? If yes, identify.

- As noted earlier, some functions are mandated by statutes, etc. These functions are considered essential even if they are not required for 30 days.

10. Is this an essential function?

- Based on the responses to the prior questions, determine whether this function is essential one and must be done in the event of an emergency or disaster.

11. Identify the communication equipment needed to complete this function:

- Identify and list all communication equipment needed for the efficient completion of this function (e.g., telephone, fax machine, e-mail, etc.).

12. Identify the office equipment needed to complete this function:

- Identify and list all office equipment needed for the efficient completion of this function (e.g., copy machine, printer, receipt printer, typewriter, computer, adding machine, etc.).

13. Identify computer system and software programs used to complete this function:

- Identify and list any computer system (e.g., Windows XP, AS 400, etc.) and software programs (e.g., MS Office 2007, Photoshop, scanning software, etc.)

14. Where is the needed data stored?

- Identify where the data (e.g., forms, files, other information needed, etc.) for this function is stored (e.g., hard drive, virtual drive, thumb drive, etc.)

15. Identify office supplies needed to perform this function:

- Identify and list any office supplies (e.g., paper, pens, staplers, etc.) needed to complete the function.

16. Is there a written policy/procedure for this function?

If yes:

- Identify the document name, the location of the written hardcopy and the location of an electronic file that could be accessed in the event of displacement or other emergency or disaster.

If no:

- Create a policy/procedure for this function.

Essential Functions Questionnaire

1. Identify functions:

2. What service(s) does each function provide?

3. Which department performs this function?

4. What assisting agencies does the court depend upon to complete this function?

5. Who are the key personnel needed to perform this function?

6. How soon does this function need to be performed?

- Up to 1 day
- Up to 2 days
- Up to 7 days
- Up to 14 days
- Up to 30 days

7. Does the loss of this function impact other organizations?

- Yes No

If yes, which organizations?

8. Can this function be transferred to another department, assisting agency or other organization?

- Yes No

If yes, which department, assisting agency or organization?

9. Is this function mandated by law/Revised Code/Rules of Superintendence for the Courts of Ohio/local rule/or other legal requirement?

- Yes No

If yes, identify.

10. Is this an essential function?

Yes No

11. Identify the communication equipment needed to complete this function:

12. Identify the office equipment needed to complete this function:

13. Identify computer system and software programs used to perform this function.

14. Where is the needed data stored?

15. Identify office supplies needed to perform this function.

16. Is there a written policy/procedure for this function?

Yes No

If yes:

Document Name _____

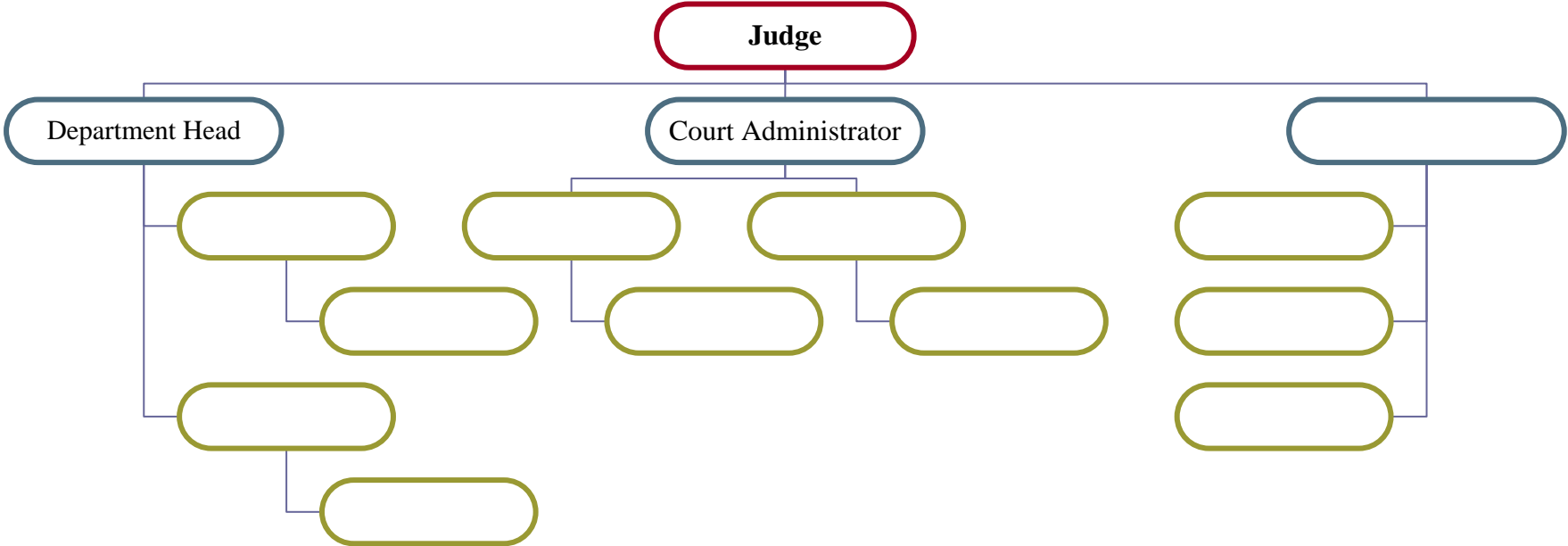
Location of Hard Copy _____

Location of Electronic Copy _____

APPENDIX B: ORDERS OF SUCCESSION

Organizational chart

Complete an organization chart for the court.



APPENDIX C: ALERNATE WORK FACILITY

Alternate Work Facility Options

This task serves several purposes. Not only will it help identify a variety of alternate work facilities, is also can be used to track memoranda of understanding or agreement, leases, occupancy and cooperative agreements and contracts with other entities for facility use.

Facility	Agreement (MOU/MOA/Contract)	Date Executed	Annual Cost	Special Notes

Site Familiarization Program

This form provides an overview of important points to consider as business is conducted from the alternate work facility. Enter information regarding your experiences today on the Data Collection Form. Your input will help evaluate training, systems and the overall readiness of the site.

Tour of Duty: Work hours at the alternate work facility will be from _____ a.m. to _____ p.m. This will allow for travel time to the facility.

Dress Code: The alternate work facility is located at _____. Dress should be _____. Observe applicable rules of conduct while at the alternate work facility.

Transportation: Either public transportation or personally owned vehicle are acceptable modes. Reimbursement made in accordance with [insert policy reference here]. In actual emergency relocation situations, it is anticipated that [insert reimbursement or per diem policy implication here].

Alternate Work Facility and Other Information: In accordance with the COOP plan:

- While at the alternate work facility, take time to re-familiarize yourself with the COOP plan.
- Work as you would at your normal work location, unless instructed to do otherwise. Make a point of accessing e-mail and vital records, as well as use the phones and fax machines. Carefully note any deficiencies in supplies, systems and training.
- Ask questions and seek opportunities to learn.

Alternate Work Facility Data Collection Form

This form gathers data about your experience working from the alternate work facility. It assists training, systems and the overall site-readiness evaluations. Please be as thorough as possible in making comments and suggestions. Please emphasize those areas requiring improvement.

Name: _____ Division: _____
Phone Number: _____ Position: _____
Today's Date: _____ Last Date Worked at the Facility: _____

1. Were you able to get to the facility without difficulty? Yes No

Comments:

2. Are you familiar with the COOP plan and your responsibilities? Yes No

Comments:

3. Were you able to access your vital records at the facility? Yes No

Comments:

4. Were you able to communicate from the facility to conduct normal functions?
Yes No

Comments:

5. What additional supplies or support do you need at the facility?

Comments:

6. What additional information would be helpful to improving the readiness of the facility?

Comments:

APPENDIX D: FAMILY AND INDIVIDUAL DISASTER PLANNING

Family and Individual Disaster Plan⁸

Name: _____ Date: _____

It is recommended that every employee of the court have a personalized Family Disaster Plan. Families can — and do — cope with disaster by preparing in advance and working together as a team. Follow the steps listed in this document to create a disaster plan. Knowing what to do is the best protection and your responsibility.

Four Steps of Safety

1. Find Out What Can Happen To You

Contact your local emergency management or civil defense office and American Red Cross chapter. Be prepared to take notes.

Local Office:	Enter Telephone Number Here:
Emergency Management Office	
American Red Cross Chapter	
Salvation Army	

Ask what types of disasters are most likely to happen. Request information on preparing for emergencies that typically affect your area. Information also is available on the Red Cross, Salvation Army, Ready!, and Federal Emergency Management Agency Web sites.

Learn about your community's warning signals: what they sound like and what you should do when you hear them.

Ask about animal care after a disaster. Due to health regulations, there may be restrictions on certain animals in shelters.

Find out how to help elderly or disabled persons, if needed.

⁸ The contents of this document were adapted from the Federal Emergency Management Agency's "Community and Family Preparedness Program" and the American Red Cross' "Community Disaster Education Program." For more information, contact your local American Red Cross Chapter and the Federal Emergency Management Agency at 800.480.2520 or P.O. Box 2012, Jessup, MD 20794-2012. These publications also are available on the Internet at the Federal Emergency Management Agency's Web site (<http://www.fema.gov>) and the American Red Cross' Web site (<http://www.redcross.org>).

Next, find out about the disaster plans at your workplace, your children's school or daycare center and other places where your family spends time.

2. Create a Disaster Plan

- ✓ Meet with your family to discuss why you need to prepare for a disaster. Explain the dangers of fire, severe weather, and other disasters to children. Plan to share responsibilities and work together as a team.
- ✓ Discuss the types of disasters most likely to happen. Explain what to do in each case.
- ✓ Pick two places to meet: one should be immediately outside your home in case of a sudden emergency, like a fire; and a second outside your neighborhood in case you cannot return home. Everyone must know the address and phone number.
- ✓ Ask an out-of-state friend to be your “family contact.” After a disaster, it often is easier to call long distance. Other family members should call this person and tell them where they are. Everyone must know your contact’s phone number.
- ✓ Discuss what to do in an evacuation.
- ✓ Plan how to take care of your pets.

3. Complete This Checklist

- ✓ Post emergency telephone numbers by phones (fire, police, ambulance, etc.).
- ✓ Teach children how and when to call 911 or your local Emergency Medical Services number for emergency help.
- ✓ Show each family member how and when to turn off the water, gas and electricity at the main switches.
- ✓ Check if you have adequate insurance coverage.
- ✓ Teach each family member how to use the fire extinguisher (ABC type), and show where it is stored.
- ✓ Install smoke detectors on each level of your home, especially near bedrooms.
- ✓ Conduct a home hazard hunt.
- ✓ Stock emergency supplies and assemble a Disaster Supplies Kit.
- ✓ Take a Red Cross first aid and CPR class.

✓ Determine the best escape routes from your home. Find two ways out of each room. Practice using them periodically.

✓ Find safe spots in your home for each type of disaster.

4. Practice and Maintain Your Plan

✓ Quiz your kids every six months so they remember what to do.

✓ Conduct fire and emergency evacuation drills.

✓ Replace stored water every three months and stored food every six months.

✓ Test and recharge your fire extinguisher according to manufacturer's instructions.

✓ Test your smoke detectors monthly and change the batteries at least once a year.

Emergency Preparedness

Plan ahead, learn how to protect yourself and cope with disaster by taking these things into consideration when preparing your Family Disaster Plan.

Emergency Supplies

Keep enough supplies in your home to meet your needs for at least three days. Assemble a Disaster Supplies Kit with items you may need in an evacuation. Store these supplies in sturdy, easy-to-carry containers, such as backpacks, duffle bags, or covered trash containers.

Include:

✓ A three-day supply of water (one gallon per person per day) and food that will not spoil.

✓ One change of clothing and footwear per person, and one blanket or sleeping bag per person.

✓ A first aid kit that includes your family's prescription medications.

✓ Emergency tools including a battery-powered radio, flashlight and plenty of extra batteries.

✓ An extra set of car keys and a credit card, cash or traveler's checks.

✓ Sanitation supplies.

✓ Special items for infant, elderly or disabled family members.

- ✓ An extra pair of glasses.
- ✓ Keep important family documents in a waterproof container. Keep a smaller kit in the trunk of your car.
- ✓ Vehicles with full gas tanks.
- ✓ Pet care items.
- ✓ Duct tape and plastic sheeting.

Evacuation Plan

- ✓ Evacuate immediately if told to do so.
- ✓ Listen to your battery-powered radio and follow the instructions of local emergency officials.
- ✓ Wear protective clothing and sturdy shoes.
- ✓ Take your family disaster supplies kit.
- ✓ Lock your home.
- ✓ Use travel routes specified by local authorities; do not use shortcuts because certain areas may be impassable or dangerous.
- ✓ If you are certain you have time:
 - Shut off water, gas and electricity before leaving, if instructed to do so.
 - Post a note telling others when you left, where you are going and what route you will use.
 - Make arrangements for your pets.

Home Hazard Hunt

During a disaster, ordinary objects in your home can cause injury or damage. Anything that can move, fall, break or cause a fire is a home hazard. For example, a hot water heater or a bookshelf can fall. Inspect your home at least once a year and fix potential hazards. Contact your local fire department to learn about home fire hazards.

Utilities

Locate the main electric fuse box, water service main and natural gas main. Learn how and when to turn these utilities off. Teach all responsible family members. Keep necessary tools near gas and water shut-off valves.

Remember: turn off the utilities only if you suspect the lines are damaged or if instructed to do so. If you turn off the gas, you will need a professional to turn it back on.

Neighbors Helping Neighbors

Working with neighbors can save lives and property. Meet with your neighbors to plan how the neighborhood can work together after a disaster until help arrives. If you are a member of a neighborhood organization, such as a home association or crime-watch group, introduce disaster preparedness as a new activity. Know your neighbors' special skills (e.g., medical, technical) and consider how you can help neighbors who have special needs, such as disabled and elderly persons. Make plans for childcare in case parents cannot get home.

Have a Pet Plan

Arrange for your pets as part of your household disaster planning. If you must evacuate your home, it always is best to take your pets with you. Some shelters may have restrictions on types of pets admitted to public emergency shelters. If, as a last resort, you must leave your pets behind, make sure you have a plan to ensure their care. Contact your local animal shelter, humane society, veterinarian or emergency management office for information on caring for pets in an emergency.

Find out if any shelters can take pets in an emergency. Also, see if your veterinarian will accept your pet in an emergency. Keep in mind that during catastrophic incidents those veterinary offices may be affected by the same incident or become overcrowded as others evacuate.

If Disaster Strikes

Remain calm and patient. Put your plan into action.

Check for injuries

- ✓ Give first aid and get help for seriously injured people.

Listen to your battery-powered radio for news instructions

- ✓ Evacuate, if advised to do so. Wear protective clothing and sturdy shoes.

Check for damage in your home

- ✓ Use flashlights. Do not light matches or turn on electrical switches, if you suspect damage.
- ✓ Sniff for gas leaks, starting at the water heater. If you smell gas or suspect a leak, turn off the main gas valve, open windows and get everyone outside quickly.
- ✓ Shut off any damaged utilities. (You will need a professional to turn gas back on.)
- ✓ Clean up spilled medicines, bleaches, gasoline and other flammable liquids immediately.

Remember to:

- ✓ Confine or secure your pets.
- ✓ Call your family contact and do not use the telephone again unless it is a life-threatening emergency.
- ✓ Check on your neighbors, especially elderly or disabled persons.
- ✓ Make sure you have an adequate water supply in case service is cut off.
- ✓ Stay away from downed power lines.

Employee Emergency Recovery Form

All employees should complete this Employee Emergency Recovery Form and keep a printed copy in a secure location that is accessible in an emergency. The form provides information to assist employees in stabilizing their basic needs following an emergency.

EMPLOYER INFORMATION		
Employee Assistance Program:	Address:	Telephone Number:
Emergency Coordinating Officer:	Telephone Number:	
Emergency Hotline	Telephone Number:	

COMMUNITY SERVICES AND EMERGENCY MANAGEMENT AGENCIES		
Agency	Telephone Number	Address
Primary Care Physician		
Emergency Room		
Hospital		
American Red Cross		
County Emergency Management Agency		
Salvation Army		
Sheriff		
Law Enforcement		
Fire		
EMS/Ambulance		
Poison Control		
Natural Gas / Propane		
Other Agencies:		

INSURANCE INFORMATION			
Insurance	Company/Agency Name & Address	Policy Number(s)	Telephone Number
Health			
Disability			
Life			
Other			
Other			
Homeowners			
Flood Insurance			
Vehicle Insurance			
Other			
Other			
Other			
Other			
Other			

CREDIT CARD AND FINANCIAL INFORMATION		
Financial Institution	Account Number	Telephone Number
Financial Institution		
Financial Institution		
Financial Institution		
Credit Union		
Credit Union		
Mortgage Company		
Mortgage Company		
Credit Card Company		
Credit Card Company		
Credit Card Company		
Credit Card Company		
Retirement Account		

EMERGENCY PLAN FORM		
Out-of-State Contacts		
Name:	Address:	Telephone Number:
Local Contacts		
Name:	Address:	Telephone Number:
Nearest Relative		
Name:	Address:	Telephone Number:
Family Work Numbers		
Spouse	Parent	Other
Emergency Telephone Numbers		
Police:	Telephone Number:	
Fire:	Telephone Number	
Hospital	Telephone Number	
Family Physicians		
Name:	Telephone Number	
Reunion Locations		
Outside your home:		
Other location if cannot return home:		

APPENDIX E: ADDITIONAL RESOURCES

The Administration of Justice Under Emergency Conditions: Lessons Following the Attack on the World Trade Center. Offered by the Vera Institute of Justice. Published in January 2002. Oren Root, Senior Associate.

www.vera.org/publication_pdf/148_188.pdf

Florida State Courts Emergency Preparedness. Multiple resources and templates are available at this site.

www.flcourts.org/gen_public/emergency/

Federal Emergency Management Agency Risk Management Series. Provides resources for building security and resilience against both natural and security hazards.

www.fema.gov/plan/prevent/rms/index.shtm

FEMA 426 - Reference Manual to Mitigate Potential Terrorist Attacks Against Buildings. Federal Emergency Management Agency.

www.fema.gov/plan/prevent/rms/rmsp426.shtm

Are You Ready? Federal Emergency Management Agency. This site contains multiple resources for personal preparedness.

www.fema.gov/areyouready/getting_informed.shtm

Emergency Preparedness Planning Workshop. Courts in the Aftermath of September 11th, Nine-Eleven Summit Sessions

www.9-11summit.org/Sessions_Video/PREP.911.pdf

www.9-11summit.org/

Ohio Pandemic Planning

www.ohiopandemicflu.gov

Federal Emergency Management Agency – Continuity of Operations Resources

www.fema.gov/government/coop/index.shtm



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