

Capabilities and Experience

Continuity of Operations and Business Continuity Plan



Preparedness



Response



Recovery



Mitigation

**Be
stronger
than
before**

Preparing you to be **stronger** than before

Tidal Basin provides comprehensive solutions to state and local governments, private businesses, and non-profit organizations to address the effects of emergencies and catastrophic disasters, ensuring the well-being of the affected community, the integrity of critical infrastructure, and long-term economic recovery.





A leader in preparedness and disaster recovery

Using risk-based and whole-community perspectives, Tidal Basin assists in developing effective planning, training, exercises, and assessments. Our focus on strategic planning, gap analysis, and after-action reports helps to outline the future as well as set goals for response, recovery, and mitigation capabilities.

Preparing for a crisis

Regardless of scale, an unexpected threat or hazard can indefinitely interrupt the functions and livelihoods of your organization or community. Tidal Basin utilizes our unique expertise and resources to consider all factors and scenarios, working closely with each client to help place them in a position to maintain essential functions during any event.

Continuity of Operations (COOP)

Implementing a COOP plan can help:

- Identify the essential functions critical to maintaining vital services.
- Determine the required resources, actions, procedures, and interdependencies to provide a framework for continuing these functions and restoring operations.
- Continue to perform the most essential functions, even in a time of crisis.
- Ensure that there is a well-defined prioritization of functions and systems, which will assist organizations in being more resilient in the face of service disruptions.

Business Continuity Plan (BCP)

Ensuring your organization has a BCP will outline how your business can continue operating during an unplanned disruption in service. It might contain contingencies for processes, assets, human resources, and partner relationships.

Whether your organization needs a COOP plan or your business is looking for a BCP, preparing ahead will allow you to continue essential operations, minimize disruption, and recover to pre-disaster conditions so your organization can resume normal operations and get back to business as usual.

Select Clients / Continuity of Operations (COOP) and Business Continuity Plan (BCP)



Municipality of Anchorage, Alaska

Tidal Basin was hired to develop a Departmental Continuity of Operations (COOP) plan template for the Municipality of Anchorage (MOA), Alaska. In 2018, guidance was released from the MOA Office of Emergency Management (OEM) to assist individual departments within the MOA with creating COOP plans for their departments. In some cases, these COOP plans started but often were not completed. COOP planning became a significant issue in the MOA during the COVID-19 pandemic. Some plans were created but were very specific to the pandemic and didn't take an all-hazards approach. Some MOA department staff felt that the initial guidance released in 2018 was difficult to understand.

Tidal Basin delivered the following to the MOA:

- Planning meetings to engage with stakeholders, create the vision, and discuss the major components for creating the COOP Plan template.
- First draft of the Departmental COOP Plan template, for review, discussion, and input with department continuity planners.
- A second planning meeting to receive input and discuss the approach of the workshops.
- Development and dissemination of six incremental worksheets to assist continuity planners with collecting information prior to the workshops to facilitate their plan development.
- Final version of Departmental COOP Plan template, formatted as an annex to the MOA Emergency Operations Plan.
- Two on-site workshops to provide training and assistance directly to MOA department continuity planners.

Dallas-Fort Worth International Airport

Dallas-Fort Worth International (DFW) Airport welcomes more than 63 million customers annually, elevating DFW to one of the world's most frequently visited superhub airports. DFW airline partners provide, on average, 149 domestic and 58 international nonstop destinations worldwide. The airport also serves as a major economic generator for the North Texas region, producing more than \$37 billion in economic impact annually. Daily operations support more than 2,000 flights daily, making it one of the busiest aviation operating environments in the world.

Tidal Basin worked with the DFW Airport Office of Emergency Management to develop a detailed and usable Continuity of Operations (COOP) plan, as well as annexes and a field operating guide to aid in:

- Effective communication and engagement with employees, customers, and stakeholders during irregular operations
- Efficient reconstruction of essential services following a disruption
- Customer and revenue preservation while ensuring the safety of all customers and personnel



“(Tidal Basin team members) are true subject matter experts, which allowed us to get a proven product while uncovering and addressing the complexities of our large operation. This COOP is now the foundation of our recovery operations following large and small continuity events.”

Deborah S. Helton
Emergency Management
Administrator, Dallas-Fort
Worth International Airport

Tidal Basin assessed and addressed shortfalls and gaps in the existing COOP plan, process, and current documents. We scheduled meetings and interviewed more than 30 groups to gather information to complete a Business Process Analysis (BPA) and Business Impact Analysis (BIA) for each and the airport as a whole. These essential functions fed into airport-wide mission essential functions. Tidal Basin also developed a Stakeholder Communications Matrix to identify which internal departments have relationships with external stakeholders quickly.

New York University Langone Medical Center (NYULMC)

NYULMC asked Tidal Basin to develop an Emergency Operation Plan (EOP) and a Business Continuity Plan (BCP). We created a hurricane emergency plan/incident action plan and a timeline decision matrix, establishing risks, considerations, and impacts for each decision on the matrix. NYULMC now has an aid to indicate the optimal time to make a decision and a stepwise list of what those decisions need to be. This plan also includes annexes, including evacuation and communications. Tidal Basin also developed, prepared for, and facilitated an onsite tabletop security and strategies discussion.

NY-NJ-CT-PA Regional Catastrophic Planning Team

Tidal Basin worked with the NY-NJ-CT-PA Regional Catastrophic Planning Team to collect, enter, and validate data from key critical infrastructure sectors. The information provided public and private leadership in the region with visibility and understanding of vulnerabilities in advance of an incident, ensuring that response and recovery activities facilitated the successful economic and societal recovery in the region. Tidal Basin successfully participated in each task integrated into the approach, emphasizing Priority Assets and Data and Impact Assessments. These two tasks provided the impetus for the project and supported the accuracy and ability to predict return time objectives, external critical needs, and other pertinent dependencies.

New Jersey Office of Homeland Security and Preparedness (NJ OHSP)

The corridor of the New Jersey Turnpike within a 10-mile radius of Exit 14 is one of the country's most vulnerable critical infrastructures. The New Jersey Exit 14 Resiliency Plan Project was conducted to support leaders at the local, county, state, and regional levels in understanding their most critical infrastructure-related response and recovery priorities prior to and following a major security incident, natural disaster, or catastrophic event.

As contracted by the New Jersey Office of Homeland Security and Preparedness (NJ OHSP), Tidal Basin collected essential information from critical infrastructure partners. NJ OHSP now utilizes a Decision Support Tool (DST) to provide critical infrastructure owners, management, and operators with strategic decision-planning points regarding operational requirements before, during, and after a disaster.



When Hurricane Sandy hit New Jersey, the State required additional support and solutions to manage the event. Tidal Basin provided management of Disaster Recovery Centers, Public Assistance programs, and many others throughout the state.

City of Dallas, Texas

The City of Dallas selected Tidal Basin to overhaul its Continuity of Operations (COOP) program as it undertook an initiative required by law to safeguard the resiliency and business continuity of its mission-essential functions.

The outcome of this project was a city-wide COOP plan that included, among other annexes, COOP plans for 42 city departments. Tidal Basin also developed training modules for the city's continuity teams that are user-friendly, easy to understand, and transferable to each other. The COOP plan also includes the necessary information to develop a robust disaster recovery plan.

The Tidal Basin initiative included:

- Performing a gap assessment of current COOP efforts and devising an actionable, feasible plan to meet and exceed state and federal requirements
- Performing a BPA/BIA and mapped processes
- Identifying all interdependencies and requirements, including all Information Technology (IT) systems and applications per essential function for each of the 42 departments, as well as for the City of Dallas
- Training all 42 departments on their specific COOP plan and then planning, executing, and evaluating a functional live exercise that tested the relocation to backup facilities and IT systems and applications

Tidal Basin worked with all departments to strategically identify realistic alternate facilities for each essential function. It was important to select a facility that could host the IT resources, personnel, and equipment necessary for continuity and to ensure non-use by another department. We conducted a BIA/BPA to understand the current status of critical systems, services, and capabilities. Our gap analysis identified critical gaps that could affect service continuity and resilience. We identified all IT systems and required resources, mapped processes, examined the city's capabilities and gaps in the continuity program, and justified the funding and resources needed for improvements.

The project's culmination was a two-part functional exercise assessing the capabilities to relocate 911 services and city leadership. Part one was a 911/dispatch drill in which the 911 and dispatch staff were given a scenario that would force them to evacuate City Hall and relocate to the backup site to receive actual 911 calls and dispatch them accordingly. Part two of the drill was the relocation of all other essential departments to their backup facilities scattered throughout the city, establishing communications, and reporting back to their respective Assistant City Manager.

State Emergency Operation Center (SEOC), State of New Jersey

Tidal Basin updated all SEOC plans and procedures and relocated their respective digital files to a single directory on the New Jersey Office of Emergency Management (NJOEM) computer network.

Also included in the scope of work was the development and delivery of training for all SEOC plans and procedures to local staff, delivery of training on the use of E-Team software to SEOC staff, and updating the New Jersey All-Hazard Mitigation Plan per applicable State guidelines and in alignment with similar guidelines at the Federal level. Each scope of work (SOW) element contained its own subset of preparation, delivery, reporting, and logistics functions, and all activities performed under contract were specifically



Incident Commander

designed to address and align with the pursuit of complete Emergency Management Accreditation Program (EMAP) requirements.

Hurricane Sandy

After the onset of Hurricane Sandy, Tidal Basin's duties expanded to include:

- Situation analysis for Hurricane Sandy response
 - Hurricane timeline decision support (pre-landfall)
 - Situational analysis of initial damage to support response and to assess statewide impact on essential functions
 - Analysis of continuity of operations (statewide)
 - Fused analysis of impact and coordination with the New Jersey State Police (NJSP) Intelligence for Threat Assessment
- Special assignment to the State Coordination Officer as Situation Awareness Unit Leader, Hurricane Sandy Recovery, Joint Field Office (DR-4086)
- Special assignment to the State Coordination Officer as Individual Assistance (IA) Branch Director responsible for Hurricane Sandy Recovery (DR-4086)
 - Coordination, support, and management of Disaster Recovery Centers (DRCs), Transitional Shelter Assistance (TSA), Direct Housing Operations (DHOPs) throughout NJ, and Voluntary Organizations Active in Disaster (VOADs)
 - Coordination with state and federal partners on Category A & B Public Assistance (PA) programs that impacted IA operations, including the Shelter and Temporary Electric Program (STEP), Private Property Debris Removal (PPDR), and Wet Debris Removal

Super Bowl 48

Leading up to Super Bowl 48, Tidal Basin worked directly with NJSP to facilitate and support the design, organization, and processes for information sharing, fusion of efforts between the Intelligence Operations Center (IOC) and the Public Safety Compound (PSC), and situation analysis and awareness for executive leaders. We also directly supported New Jersey State Police Intelligence with Threat Assessments and Risk Analysis for the Super Bowl venues. We also led the SB48 Situation Awareness Unit (on-site at the Public Safety Compound for this significant national event).



Whether you're looking to improve your preparedness or responding to a disaster, every interaction you have with Tidal Basin will put your community and the businesses and people within it in a stronger, more resilient position than they were before.



Commonwealth of Virginia, Virginia Department of Emergency Management (VDEM)

Tidal Basin worked with VDEM on the Secure Commonwealth Initiative. This project was designed to ensure a safe, secure, and prepared Virginia by developing and overseeing a coordinated prevention, preparedness, response, and recovery strategy for natural and human-caused disasters and emergencies, including terrorist attacks that encompass local, state, federal, and private partners and the citizens of the Commonwealth.

Tidal Basin developed a strategic plan outlining suggested preparedness strategies for future local and state governments focused on specific goals, including:

- Strengthening medical surge capability for situations that overwhelm local resources
- Improving communications (operable and interoperable) to align with the State Communications Interoperability Plan
- Supporting active participation by all relevant stakeholders
- Taking actions to enhance the ability to prevent terrorist acts against the people and infrastructure of the Commonwealth

Tidal Basin operated as part of a joint venture called Dominion Emergency Planners, which held the contract and executed the work. The project entailed a comprehensive review and assessment of COOP plans for all 117 executive agencies within the Commonwealth of Virginia. Tidal Basin conducted all project management responsibilities and quality control/quality assurance tasks.

Regional Operations Intelligence Center, State of New Jersey

This project featured regular joint operation and collaboration between the New Jersey State Police, Continuity Operations Group, and Tidal Basin in the successful completion of project goals, which included the collection, analysis, and dissemination of information relative to terroristic or criminal cyber threats and attacks within and against the state, its citizens, and/or its infrastructure.

Tidal Basin analysts researched and collected open and classified source cyber-threat information to produce and present cyber-related threats and vulnerability research papers, reports, alerts, bulletins, and related work products for state and agency use and the larger Intelligence Community Information Sharing environment.



Assessed

117

executive
agencies
within the
Commonwealth
of Virginia



One of Tidal Basin's primary objectives is to help you create actionable plans, train your teams, and exercise your capabilities so you can recover and rebuild faster and stronger. Our team includes former FEMA, Housing and Urban Development (HUD), and other federal, state, and local government leaders with the experience to assist your businesses and communities when needed.

The WAVE Transit System, Mobile, Alabama

The WAVE Transit System contracted Tidal Basin to develop a System and Security Emergency Preparedness (SSEP) plan. The WAVE provides 11 local route services to the City of Mobile and surrounding areas and a downtown trolley and shuttle service. Tidal Basin developed a methodological approach to analyzing potential threats and hazards to the system to identify external vulnerabilities. The WAVE also requested additional services, including a BPA/BIA, current plan reviews, and risk analysis to understand its current internal conditions and vulnerabilities.

Sam Houston State University, Huntsville, Texas

Tidal Basin was contracted by Sam Houston State University (SHSU) to complete its Business Continuity Plan (BCP) and all related activities leading up to the implementation of the final draft. The purpose of the BCP was to ensure that all major SHSU offices had a prescribed process for responding to sudden emergencies and reestablishing Mission Essential Functions (MEFs) during or after adverse operating conditions. Effective continuity plans strengthen the performance of resumption activities, thus saving the University from critical downtime.

The Sam Houston State University BCP was drafted from guidelines of Homeland Security Federal Continuity Directives, Federal Emergency Management (FEMA) program, National Incident Command (NIMS), U.S. Department of Higher Education, and by best practices of other businesses and universities. The BCP incorporates FEMA's all-hazards approach, meaning that all possible scenarios were considered (e.g., utility failure, storm damage, civil disturbance, hazardous material incidents, or criminal assault).

Maryland Public Service Commission

Tidal Basin implemented business continuity planning for the Maryland Public Service Commission (PSC). PSC is an independent state government administrative agency regulating Maryland's public utilities and other services. We analyzed the operations of the PSC and designed and implemented a comprehensive and easily updated COOP plan.

Data collection – including information on systems, resources, and facilities – was obtained through documents, interviews, and a survey tool. Prior to implementing the survey tool, a subject matter expert and planning team conducted orientation sessions with PSC personnel across multiple departments and disciplines to discuss how data would be collected. This information was fed into a BIA/BPA. The BIA/BPA



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documented risks, vulnerabilities, impacts/consequences, requirements, resources, approaches, actions, responsible parties, interdependencies, and associated data related to the performance of the Commission's mission and associated essential functions. Tidal Basin drafted the COOP plan and worked with PSC leadership to create the final accepted document. Prior to project close-out, we made all information, work papers, templates, worksheets, and other pertinent data relating to the COOP available to the PSC. Through this effort, Tidal Basin addressed PSC corrective actions, including telecommuting policies, balancing essential PSC functions with emergency management functions, and then outlining these essential functions.

Virginia Department of Emergency Management (VDEM)

Tidal Basin supported Virginia's statewide COOP evaluation program by assessing 115 COOP plans for state departments, agencies, commissions, and academic institutions. We ensured all plans were in compliance with state and federal policy and guidance and provided recommendations for improvements to each plan. Tidal Basin's findings included statewide trends showing the effectiveness of VDEM COOP training and areas in which agencies need support training. Our conclusions were important first steps toward an annual planning cycle featuring COOP plan updates that reflect best practices and lessons learned in training, exercises, and actual events. Revisions were made to plans based on our recommendations, and we will conduct a second round of COOP assessments once revisions have been made.

The next assessment will be followed with a series of exercises to further evaluate the COOP plans. Our technical efforts and coordination with each state agency assure VDEM that Virginia's agencies and institutions can effectively and smoothly respond, mitigate, and recover if an event should occur.



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