



Continuity of Operations/Continuity of Government (COOP/COG)

Disasters expose vulnerabilities in government and business operations, right when communities depend on them the most.

Continuity of Operations (COOP) and Continuity of Government (COG) plans allow businesses and agencies to operate under the most adverse conditions. It ensures they can continue to provide essential services to the public and maintain trust and confidence. IEM helps public agencies and private industry identify risks to their organizations and **implement strategies for protecting, maintaining, and restoring** operations and infrastructure in the event of a disruption, whether natural or manmade.

In-Depth Experience

IEM brings decades of experience in Continuity of Operations (COOP) and Continuity of Government (COG) planning, supporting jurisdictions and agencies across the nation. This includes more than 10 years assisting FEMA's Technical Assistance Program in delivering COOP/COG training to state, local, tribal, and territorial partners.

The COVID-19 pandemic and recent catastrophic disasters underscore the urgent need for continuity plans that are adaptable, intuitive, and easy to implement. From remote work challenges to shifting strategies around alternate facilities and workforce availability, events expose the vulnerabilities of outdated continuity models. In response to the pandemic, IEM refined its approach, delivering focused, practical solutions that help organizations prepare for and adapt to prolonged disruptions.

With a track record of success, IEM has led **250+ COOP/COG workshops**, authored **650+ COOP/COG plans**, and conducted **120+ COOP/COG assessments and exercises** for federal, state, local, tribal, and territorial governments, as well as major cities, transit agencies, and critical infrastructure operators.

IEM COOP/COG services include:

- Business Impact Analysis (BIA)
- Risk Analysis and Capability Assessment
- Development of full-scale COOP plans
- COOP plan assessments with understandable/actionable recommendations
- Baseline tabletop exercises
- Planning workshops
- Plan testing, training, and exercises
- After-action reports
- Plan maintenance, with multi-year strategies



600+

Governmental, private sector, and international clients served



750+

Employees in all 10 FEMA regions including former FEMA and DOD senior leaders, and state and local officials



50

States and 5 territories supported

Demonstrated Success

From Connecticut to Hawaii and Washington to Florida, IEM has assisted UASIs (Urban Area Security Initiatives), state, local, tribal, and territorial governments, and other organizations with COOP/COG planning. Sample projects include:

- IEM provided COOP planning technical assistance to several high-risk metropolitan areas under the FEMA/National Preparedness Directorate's Regional Catastrophic Preparedness Grant Program, including:
 - New York/New Jersey;
 - Honolulu;
 - Houston; and
 - National Capital Region/Wmata.
- IEM supported multiple transit agencies in the development of agency-wide COOP plans, including:
 - Amtrak
 - New York/New Jersey Port Authority
 - LA Metro
 - Chicago Metra
 - Golden Gate Bridge Highway and Transportation District
 - Southeastern Pennsylvania Transportation Authority
 - Orange County Transportation Authority
- IEM assisted numerous large municipalities in developing comprehensive COOP plans using a hands-on approach through the entire design, planning and implementation process. Representative customers include:

States & Territories

- Alabama
- Arkansas
- California
- Florida
- Hawaii
- Guam
- U.S. Virgin Islands

Counties

- Sarasota County, FL
- Prince William County, VA
- Wake County, NC
- Cobb County, GA
- Hamilton County, IN
- King County, WA
- Kern County, CA

Cities

- Sandy Springs, GA
- Santa Cruz, CA
- San Jose, CA
- Brunswick, NC
- Clearwater, FL

- IEM provided COOP/Business Continuity Planning services to the U.S. Department of Commerce and the Association of State and Territorial Health Officials (ASTHO).

IEM uses CPG 101, FEMA's Continuity Guidance Circular (CGC), International Organization for Standardization (ISO) 22301, National Fire Protection Association (NFPA) 1600, and DRII best practices to guide COOP development.

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