

COOP After Action Report



City of
Lake Worth
Beach
FLORIDA

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WHAT IS A COOP?

Preparedness, Coordination, Readiness

A Continuity of Operations Plan (COOP) is a comprehensive plan prepared by City staff under the leadership of the City Manager to ensure the City is prepared, and ready to maintain essential functions during disruption events.

Intentionality & Maturity

This plan is detailed and reflects years of intentional work by City staff to preserve or restore essential functions operating during disruptions.



The Lake Worth Pier, damaged by hurricanes **Frances** and **Jeanne** in 2004

COOP FRAMEWORK

The COOP must be executed in alignment with FEMA continuity guidance and established framework

Federally and State Mandated

- **Presidential Policy Directive 40 (PPD-40)**
Establishes national continuity requirements for all levels of government
- **Florida Statutes, Chapter 252**
Defines who assumes authority and leadership if key personnel are unavailable
- **FEMA Continuity Guidance Circular (CGC)**
Provides standards and guidance for continuity planning and implementation

Disruption Examples

- **Natural Hazards:** Hurricanes, tropical storms, flooding, extreme heat
- **Technological Hazards:** Network outages, system failures, loss of communications
- **Human-Caused Incidents:** Accidental or intentional actions affecting operations
- **Public Health Emergencies:** Events impacting workforce availability
- **Supply Chain Disruptions**
- **Facility Impacts:** Building damage or loss of access to facilities
- **Infrastructure Impacts:** Utility service disruptions, network outages

COOP CORE ELEMENTS

1. Essential Functions

Identifies the critical services and activities that must continue during disruptions.

2. Orders of Succession

Defines who assumes authority and leadership if key personnel are unavailable

3. Continuity Communications

Establishes reliable communication methods for internal staff and external partners.

4. Alternate Facilities

Identifies locations where essential functions can be performed if primary facilities are unavailable

5. Vital Records and Data Management

Identifies records, systems, and data required to support essential functions

6. Human Capital Planning

Addresses staffing, accountability, and personnel support during continuity operations

7. Return to Normal Operations

Outlines how the organization returns to normal operations once the disruption ends

This activation, conducted in accordance with FEMA requirements, demonstrates each core element in practice.

CURRENT SITUATION

Building under Construction

The Electric Utility Administration Building located at 1900 Second Avenue North is under active construction as part of the Community Sustainability Expansion Project.

Temporary Operational Adjustments

Construction activities required temporary operational adjustments to ensure continuity of services and continued public access



CUSTOMER FACING SERVICES

Mobile Facilities

Community Sustainability employees have temporarily relocated operations to mobile facilities located in the parking lot, to maintain continuity of public-facing services for walk-in customers

Utility Customer Service

Utility Customer Service (Electric and Water) located at 120 North Federal Highway is not impacted by the construction



DISRUPTION EVENT

Time: 08:59 AM

Date: 01/06/2026

Employees working at 1900 2nd Avenue North begin reporting the following disruptions:

- 1) Computers:** Network connectivity was lost, limiting staff's ability to access systems and to perform essential functions
- 2) Telecommunications failure:** Desk phones were inoperable, restricting internal and external communications
- 3) Printing and Document Services:** Printing capabilities were unavailable, interrupting the production and distribution of new operational orders, work assignments, and any newly created documentation for field operations
- 4) Network Access and Data Availability:** Inability to access files and data stored on network drives

COOP ACTIVATION

Time: 09:14 AM

Date: 01/06/2026

As a result of the widespread network and connectivity outages at 1900 Second Avenue North, the City of Lake Worth Beach formally activated the Continuity of Operations Plan (COOP) to ensure continuity of essential functions

COOP Elements Engaged at Activation

- 1. Essential Functions**
- 2. Orders of Succession**
- 3. Continuity Communications**
- 4. Alternate Facilities**
- 5. Vital Records and Data Management**
- 6. Human Capital Planning**

Incident Command

Time: 09:20 AM

Date: 01/06/2026

The Information Technology Department assumed Incident Command to perform an impact assessment, coordinate response actions and restore essential operations in accordance with the COOP.

COOP Elements Engaged

(1) Essential Functions

Incident Command prioritized the continuation of essential City services during the disruption.

(3) Continuity Communications

IT coordinated internal and external communications to support situational awareness and response actions.

(4) Alternate Facilities

Incident Command assessed the need for alternate work locations or operating methods for field and office staff

(5) Vital Records and Data Management

IT ensured continued access to critical systems, data, and records required to support City operations.

(6) Human Capital Planning

Staffing impacts were identified and managed to support continuity of operations.

Operational Impact Assessment

Time: 09:30–10:30 AM

Date: 01/06/2026

- Incident Command determined that the operational disruption was limited to employees working at 1900 Second Avenue North. All other City operations continued to function normally.
- Utility Services, including Electric and Water Services, were not impacted and continued uninterrupted service to customers. Utility Customer Service, located at 120 North Federal Highway, was also not impacted.

COOP Elements Supported

- (1) Essential Functions:** Verification confirmed that critical City services, including utility services to customers, continued without disruption.
- (3) Continuity Communications:** Internal coordination and information sharing enabled Incident Command to confirm scope, impacts, and operational status across departments.
- (4) Alternate Facilities:** Impact determination supported decisions regarding continued operations at primary facilities and the potential need for alternate work locations for affected staff.
- (6) Human Capital Planning:** Identification of affected personnel allowed staffing needs to be managed without impacting Citywide operations.

Temporary Worksite Relocations

Date: 01/06/2026

Meter Shop Administrative staff who work from the 1900 building relocated to Utility Customer Service, 120 N Federal to maintain field communications and print new work orders

COOP Alignment: This action aligns with the following elements:

(1) Essential Functions

(3) Continuity Communications: Radio communications and staff relocation ensured continued coordination between field and administrative staff.

(4) Alternate Facilities: Administrative functions were successfully shifted to an alternate facility to sustain operations.

(5) Vital Records and Data Management: Access to systems and printing capabilities at the alternate location supported continued work order processing.

(6) Human Capital Planning: Staff were reassigned and relocated as needed to maintain operational continuity without disrupting field activities.



Temporary Worksite Relocations

Time: 09:30 AM

Date: 01/06/2026

Community Sustainability staff remained in mobile facilities to continue providing walk-in customer services to the greatest extent possible during the disruption.

COOP Alignment:

- (1) Essential Functions
- (3) Continuity Communications:
- (4) Alternate Facilities:
- (5) Vital Records and Data Management:
- (6) Human Capital Planning



Temporary Worksite Relocations

Time: 09:48 AM

Date: 01/06/2026

Impacted Electric Utility Budget and NERC Compliance staff relocated to a pre-identified alternate worksite to maintain continuity of essential budgetary and regulatory compliance activities.

COOP Alignment: This action aligns with the following Continuity of Operations Essential Elements:

- **(1) Essential Functions**
- **(4) Alternate Facilities**
- **(5) Vital Records and Data Management**
- **(6) Human Capital Planning**



City Public Information Office

Time: 11:00 AM

Date: 01/06/2026

The City Public Information Office ensured that Social Media was updated with any changes relevant to the public

COOP Alignment: This action aligns with the following Continuity of Operations Essential Elements:

- **(1) Essential Functions**
- **(4) Alternate Facilities**
- **(5) Continuity Communications**
- **(6) Vital Records and Data Management**
- **(7) Human Capital Planning**

Utilizing Existing Utility Infrastructure, Temporary Solution developed

Time: 10:00 AM – 6:00 PM

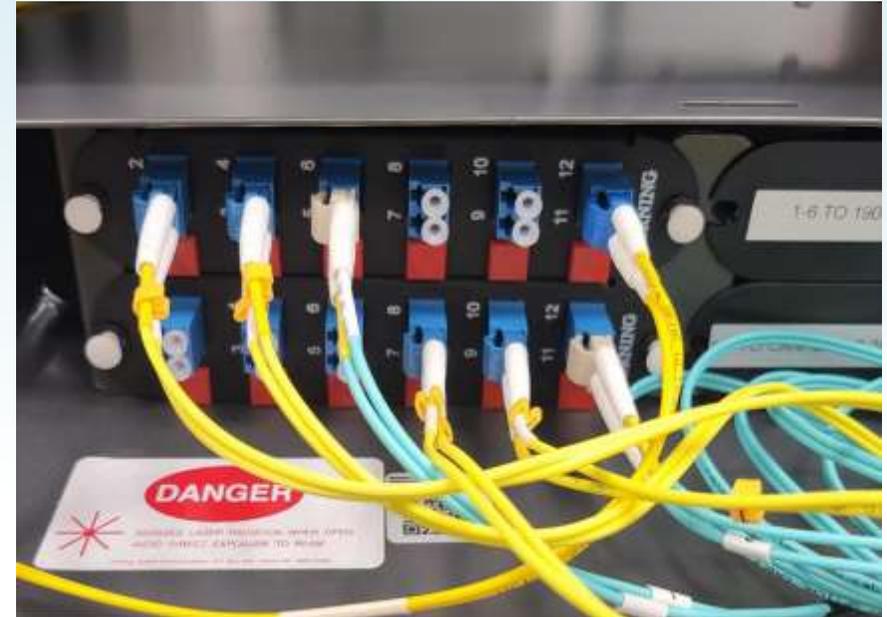
Date: 01/06/2026

Under Incident Command, Information Technology and the Electric Utility Operational Technology Manager worked together to create a technical solution

The temporary solution was implemented and utilized during the same operational day.

COOP Alignment: This action aligns with the following Continuity of Operations Essential Elements:

- **(1) Essential Functions**
- **(3) Delegations of Authority**
- **(5) Continuity Communications**
- **(6) Vital Records and Data Management**



Cross-departmental Coordination Electric Utility and IT

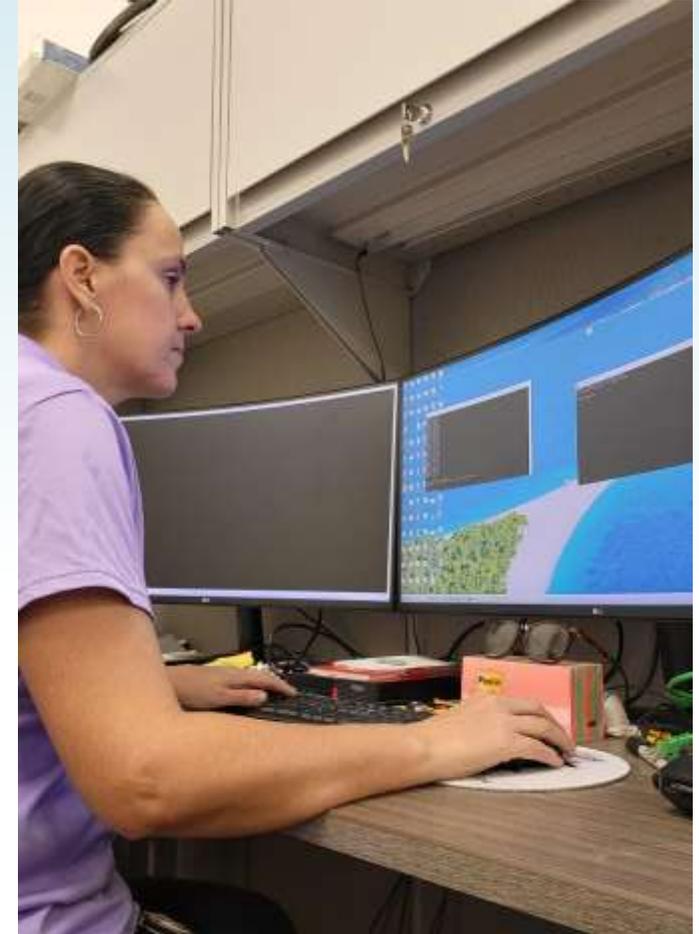
Time: 7:00 AM – 10:00 AM

Date: 01/07/2026

Under Incident Command teams worked seamlessly across disciplines, leveraging institutional knowledge, technical judgment, and existing resources to maintain continuity. Leadership coordination and staff adaptability supported timely decision-making and effective execution during the final phase of the response period.

COOP Alignment: This action aligns with the following Continuity of Operations Essential Elements:

- **(1) Essential Functions**
- **(3) Delegations of Authority**
- **(5) Continuity Communications**
- **(6) Vital Records and Data Management**



Incident Resolution and Return to Normal

Time: 0700-0900 AM

Date: 01/07/2026

Under Incident Command, IT and Electric Utility Operational Technology implemented a technical solution restoring network connectivity using existing Electric Utility fiber infrastructure.

COOP Alignment: This action aligns with the following Continuity of Operations Essential Elements:

- **(1) Essential Functions**
- **(3) Delegations of Authority**
- **(5) Continuity Communications**
- **(6) Vital Records and Data Management**

Lessons Learned Review Conducted

A post-event Lessons Learned review was conducted to document observations and inform future COOP improvements.

Root Cause Analysis

It was determined likely that an AT&T fiber cable was cut. AT&T confirmed the cable, buried more than 20 years ago, was not identified in available location records or documentation.

COOP Alignment: This action aligns with the following Continuity of Operations Essential Elements:

- (6) Vital Records and Data Management