



Why This Matters

The terrorist attacks of September 11, 2001, and hurricanes Katrina and Rita in 2005 are examples of mass destruction and chaos caused by manmade and natural disasters. The threat of terrorism and natural events beyond our control are two primary reasons why the Federal Government relies on Continuity of Operations (COOP) plans. COOP plans enable a more rapid and effective response to and recovery from an emergency, regardless of cause, size, or complexity. The severity and consequences of a disaster or emergency are difficult to predict, but effective contingency planning can minimize the effect on DHS personnel, resources and operations.

DHS Response

The Office of Intelligence and Analysis (I&A) concurred with Recommendations 1, 2, 4 and 5, and did not concur with Recommendation 3. The U.S. Coast Guard's Office of Intelligence and Criminal Investigations (USCG CG-2) concurred with Recommendations 6, 7 and 8.

For Further Information:

Contact our Office of Public Affairs at (202)254-4100, or email us at DHS-OIG.OfficePublicAffairs@dhs.gov

DHS' Intelligence Community Members' Continuity of Operations

What We Determined

The I&A and USCG CG-2 have developed COOP plans that enable personnel to conduct Essential Functions during emergencies. Both plans establish alternate work sites, interoperable communications, and dedicated resources. I&A and USCG CG-2 program officials have made COOP planning a priority and aligned their programs with Federal regulations and guidelines. However, both I&A and USCG CG-2 plans can be strengthened by defining roles and responsibilities better, adding more realistic exercise scenarios, and updating plans to reflect current operational capabilities. With complete COOP plans, I&A and USCG CG-2 are able to support, coordinate, and direct homeland security issues. As a result, DHS' IC members are prepared to provide essential services during a significant national event.

What We Recommend

The four recommendations listed are amongst the eight that were identified.

Undersecretary/Chief Intelligence Officer, Intelligence & Analysis:

- 1) Develop an I&A COOP policy to codify COOP roles and responsibilities of all I&A divisions and offices in maintaining and enhancing COOP plans.
- 2) Incorporate no-notice exercises that include realistic and factually based scenarios to simulate real-world threats, hazards, incidents, and events to gauge and evaluate I&A's COOP program.

Assistant Commandant for Intelligence and Criminal Investigations USCG:

- 3.) Determine Essential Function priorities and appropriate resource requirements for each function in the updated CG-2 COOP plan.
- 4.) Clearly list and define order of succession and delegations of authority in the updated COOP plan and include the orders of succession in Vital Records, as stated in FCD-1.