**[Municipality]  
Continuity of Operations Plan**

**[Organization]**

Date: MM/DD/YYYY

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**HOW TO USE THIS DOCUMENT**

* **Review the document and add information that is highlighted.**
* **Revise language as needed.**
* **Delete this page.**
* **Update table of contents.**

# Transmission Statement

Transmitted herewith is the Continuity of Operations (COOP) Plan for [ORGANIZATION NAME]. It provides a framework in which [ORGANIZATION NAME] can plan for and perform their respective essential functions during a disruption, disaster or emergency event. This COOP Plan was prepared in accordance with the highest level of continuity principles and standards. This plan supersedes any previous COOP Plan and has been concurred. It will be reviewed and recertified annually and transmitted to the MUNICIPALITY EMERGENCY MANAGEMENT NAME for reference. Recipients are requested to advise the [ORGANIZATION NAME of any changes which might result in its improvement or increase in its usefulness.

**Approved:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Date:**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Record of Changes

When changes are made to the plan outside the official cycle of plan review, coordination, and update, planners should track and record the changes using a record of changes table below and also record them in the Review, Training, Exercise, and Updates portion of this plan. The record of changes will contain, at a minimum, a change number, the date of the change, the name of the person who made the change, and a description of the change.

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| **Change Number** | **Section** | **Date** | **Person Making Change** | **Change Description** |
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# Introduction

The mission statement as provided by the «Name\_of\_organization»is as follows:

Enter mission statement.

## Purpose

This COOP has been created for the «Name\_of\_organization»The COOP Plan establishes policy and guidance to ensure the execution of the essential functions for the [insert organization name] in the event that an emergency threatens or incapacitates operations; and the relocation of selected personnel and functions of any essential facilities of the [insert organization name] are required. Specifically, this COOP is designed to:

* Enter Mission Essential Function 1
* Enter Mission Essential Function 2
* Enter Mission Essential Function 3
* Enter Mission Essential Function 4
* Enter Mission Essential Function 5
* Enter Mission Essential Function 6
* Enter Mission Essential Function +

## Applicability and Scope

The provisions of this document apply to the [insert organization name] and its offices. Support from other organizations as described herein will be coordinated with the Head of the Major Organization as applicable. This document applies to situations that require relocation of mission-essential functions of the [insert organization name] as determined by the Head of the Major Organization. The scope does not apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period. The Head of the Major Organization determine situations that require implementation of the COOP in concert with the Mayor or designated Deputy Mayor.

## Supersession

This plan supersedes the previous COOP plan dated prior to enter date.

## Authorities

* Federal Continuity Directive 1 (FCD1) - September 23rd, 2013 - Federal Executive Branch National Continuity Program and Requirements - Federal Continuity Directive 1 (FCD1) provides direction to all Federal organizations for developing continuity plans and programs. Continuity planning facilitates the performance of essential functions during all-hazards emergencies or other situations that may disrupt normal operations. The ultimate goal of continuity is the continuation of National Essential Functions (NEFs).
* Federal Continuity Directive 2 (FCD2) - September 18th, 2013 - FCD 2 provides direction that aids Federal Executive Branch organizations in identifying their Mission Essential Functions (MEFs) and candidate Primary Mission Essential Functions (PMEFs) and implement the requirements of FCD 1. It provides guidance to Federal executive branch departments and agencies for identification of their Mission Essential Functions (MEFs) and potential Primary Mission Essential Functions (PMEFs). It includes guidance and checklists to assist departments and agencies in assessing their essential functions through a risk management process and in identifying potential 6 PMEFs that support the National Essential Functions (NEFs) - the most critical functions necessary to lead and sustain the nation during a catastrophic emergency. FCD2 provides direction on the formalized process for submission of a department's or agency's potential PMEFs that are supportive of the NEFs. It also includes guidance on the processes for conducting a Business Process Analysis (BPA) and Business Impact Analysis (BIA) for each of the potential PMEFs that assist in identifying essential function relationships and interdependencies, time sensitivities, threat and vulnerability analyses, and mitigation strategies that impact and support the PMEFs.
* Continuity Guidance Circular 1 (CGC1) - December 9th, 2013 - Continuity Guidance for Non-Federal Entities - Continuity Guidance Circular 1 (CGC1) in cooperation with the Department of Homeland Security and non-federal partners, CGC1 provides guidance to non-federal entities for the development of continuity plans and programs. Continuity planning facilitates the performance of essential functions during all-hazards emergencies or other situations that may disrupt normal operations. By continuing the performance of essential functions through a catastrophic emergency, the State, local, territorial, and tribal governments (non-Federal Governments entities or NFGs) support the ability of the Federal Government to perform National Essential Functions (NEFs), continue Enduring Constitutional Government, and ensure that essential services are provided to the Nation's citizens. A comprehensive and integrated continuity capability will enhance the credibility of our national security posture and enable a more rapid and effective response to, and recovery from, a national emergency.
* Continuity Guidance Circular 2 (CGC2) - October 31st, 2013 - Continuity Guidance for Non-Federal Entities: Mission Essential Functions Identification Process (States, Territories, Tribes, and Local Government Jurisdictions), provides additional planning guidance to assist non-Federal entities and organizations in identifying their essential functions. GCG2 also works to identify the relationships between these functions, as well as governmental and non-governmental agencies alike. Additionally, through the use of a systematic Business Process Analysis, Business Impact Analysis, and the development of risk mitigation strategies, CGC 2 provides guidance to non-Federal entities to ensure the continued performance of these essential functions during and following a significant disruption to normal operations.
* Executive Order 13347 - July 22nd, 2004 - The Executive Order, Individuals with Disabilities in Emergency Preparedness, calls for the Federal Government to appropriately support safety and security for individuals with disabilities in all types of emergency situations through a coordinated effort among federal agencies.
* ADA Title II and III, including, but not limited to, US Code Title 42, Chapter 126:
  + Title II: State and Local Government Activities All activities of state and local governments, regardless of the entity's size or receipt of federal funding, are covered. Additionally, state and local governments are required to allow people with disabilities an equal opportunity to benefit from all programs, services, and activities (e.g. public education, employment, transportation, recreation, health care, social services, courts, voting, and town meetings). This includes relocating programs or otherwise providing access in inaccessible older buildings, and communicating effectively with people who have hearing, vision, or speech disabilities.
  + Title III: Public Accommodations This title covers businesses and nonprofit service providers that are public accommodations, privately operated entities offering certain types of courses and examinations, privately operated transportation, and commercial facilities. Public accommodations are defined as 7 private entities that own, lease, lease to, or operate facilities. This includes restaurants, retail stores, hotels, private schools, convention centers, doctors' offices, homeless shelters, transportation depots, day care centers, and recreation facilities (e.g., sports stadiums and fitness clubs). Transportation provided by private entities is also covered.
* National Security Presidential Directive-51/Homeland Security Presidential Directive-20; National Continuity Policy, May 2007. NSPD 51/20 emphasizes the importance of a comprehensive national program involving all government levels and the private sector for integrated and scalable continuity planning.
* Comprehensive Preparedness Guidance (CPG) 101, Developing and Maintaining Emergency Operations Plans, Version 2, November 2010, updated May 2014.
* Presidential Policy Directive 8, National Preparedness, dated March 30, 2011. PPD-8 and its component policies intend to guide how the nation, from the federal level to private citizens, can “prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.” These threats include terrorist acts, natural disasters, and other man-made incidents. PPD-8 evolves from, and supersedes, Homeland Security Presidential Directive 8, PPD8 is intended to meet many requirements of Subtitle C of the Post-Katrina Emergency Reform Act of 2006 (P.L. 109-295, 6 U.S.C. §741- 764).

## References

* National Response Framework (NRF), Fourth Edition, October 2019
* National Incident Management System (NIMS) - NRF Update October 2017

## Policy

The [insert organization name] recognizes and acknowledges that the protection of its assets and business operations is a major responsibility to its employees and respective jurisdiction. Therefore, it is a policy of the [insert organization name] that a viable COOP be established and maintained to ensure high levels of service quality and availability. It is also a policy of the [insert organization name] to protect life, information, and property, in that order. To this end, procedures have been developed to support the resumption of time-sensitive business operations and functions in the event of their disruption at the facilities identified in this plan. The [insert organization name] is committed to supporting service resumption and recovery efforts at alternate facilities, if required. Likewise, the [insert organization name] and its management are responsible for developing and maintaining a viable COOP that conforms to acceptable insurance, regulatory, and ethical practices and is consistent with the provisions and direction of other [insert organization name] policy, plans, and procedures.

**Activation** – Once a continuity of operations (COOP) plan has been implemented, whether in whole or in part, it is considered “activated.”

**After Action Review (AAR)** - is a structured review or de-brief process for analyzing what happened, why it happened, and how it can be done better by the participants and those responsible for the project or event.

**All-Hazards** – The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events.

**Business Impact Analysis (BIA)** – A method of identifying the effects of failing to perform a function or requirement.

**Communications** – Voice, video, and data capabilities that enable the leadership and staff to conduct the mission essential functions of the organization. Robust communications help ensure that the leadership receives coordinated, integrated policy and operational advice and recommendations and will provide the ability for governments and the private sector to communicate internally and with other entities (including with other Federal agencies, State, territorial, tribal, and local governments, and the private sector) as necessary to perform their mission essential functions.

**Continuity** – An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event.

**Continuity Communications** – Communications that provide the capability to perform Essential Functions in conjunction with other organizations/entities under continuity conditions.

**Continuity Facilities** – Locations, other than the primary facility, used to carry out mission essential functions, particularly in a continuity situation. “Continuity facilities” refers to not only other locations, but also nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

**Continuity of Operations (COOP)** – An effort within individual agencies to ensure they can continue to perform their mission essential functions during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

**Continuity Event** – Any event that causes an agency to relocate or devolve its operations to a continuity facility to assure the continuance of its mission essential functions.

**Continuity Personnel** – Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue mission essential functions.

**Corrective Action Program (CAP)** – An organized method to document and track improvement actions for a program. Users may enter data from a finalized After-Action Report/Improvement Plan, track the progress of corrective action implementation, and analyze and report on trends in improvement plans.

**Delegation of Authority** – Identification, by position, of the authorities for making policy determinations and decisions at headquarters, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

**Devolution** – The capability to transfer statutory authority and responsibility for mission essential functions from an agency’s primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

**EMA** - Emergency Management Agency - refers to county and municipal agencies that coordinate phases of preparedness in an emergency/disaster in their jurisdiction.

**Essential Functions** - those normal, daily functions that must be continued in order for an organization to be considered operational

**Essential Records** – Electronic and hardcopy documents, references, and records that are needed to support mission essential functions during a continuity situation. The two basic categories of Essential Records are (1) emergency operating records and (2) rights and interests records.

**Emergency Relocation Group (ERG)** – Pre-designated staff who move to alternate continuity facility to continue mission essential functions in the event that their normal work locations are threatened or rendered unusable.

**Facilities** – Locations where an organization’s leadership and staff operate. Leadership and staff may be co-located in one facility or dispersed across many locations and connected by communications systems. Facilities must be able to provide staff with survivable protection and must enable continued and endurable operations.

**Leadership** – The senior decision makers who have been elected or designated to head a branch of government or other organization.

**Memorandum of Agreement/Memorandum of Understanding** – Written agreement between departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

**Mission Essential Functions** – The critical activities performed by organizations, especially after a disruption of normal activities. Specifically, the limited set of agency-level government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

**NIMS - National Incident Management System Orders of Succession** – Provisions for the assumption by individuals of organization senior leadership positions during an emergency in the event that any of those officials are unavailable to execute their legal duties.

**Public Information Officer (PIO)** - An individual responsible for disseminating information directly from the Organization to the media via a reliable and preidentified mechanism.

**Primary Operating Facility** – The site of an organization’s normal, day-to-day operations; the location where the employee usually goes to work.

**Reconstitution** – The process by which surviving and/or replacement organization personnel resume normal operations from the original or replacement primary operating facility.

**Review, Training, and Exercise, and Update** – Measures to ensure that an agency’s continuity plan is capable of supporting the continued execution of the agency’s mission essential functions throughout the duration of a continuity situation. Risk Analysis – The process by which risks are identified and evaluated.

**Risk Assessment** – The identification and assessment of hazards.

**Risk Management** – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are fraught with uncertainty.

**Telework** – The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, using portable computers, personal computers, high-speed telecommunications links, and mobile communications devices.

# Concept of Operations

## Objectives

The objective of this COOP is to ensure that a viable capability exists for [insert organization name] to continue essential functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible. The objectives of this COOP include:

* To ensure the continuous performance of essential functions/operations during an emergency.
* To protect essential facilities, equipment, records, and other assets.
* To reduce or mitigate disruptions to operations.
* To reduce loss of life, minimize damage and losses.
* To identify and designate principals and support staff to be relocated.
* To facilitate decision-making for execution of the COOP and the subsequent conduct of operations.
* To achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

## Planning Considerations and Assumptions

In accordance with continuity guidelines and emergency management principles/best practices, a viable COOP capability:

* Must be maintained at a high-level of readiness.
* Must be capable of implementation, both with and without warning.
* Must be operational no later than 12 hours after activation.
* Must maintain sustained operations for up to 30 days.
* Should take maximum advantage of existing local, State, or federal government infrastructures.

## COOP Execution

This section outlines situations that can potentially lead to activation of the COOP due to emergencies or potential emergencies that may affect the ability of the [insert organization name] to perform its mission-essential functions from its primary and other essential facilities. This section also provides a general description of actions that will be taken by the [insert organization name] to transition from normal operations to COOP activation.

### COOP Activation Scenarios

The following scenarios would likely require the activation of the [insert organization name] COOP:

* The primary facility or any other essential facility of the [insert organization name] is closed for normal business activities as a result of an event or credible threat of an event that would preclude access or use of the facility and the surrounding area.
* The area in which the primary facility or any other essential [insert organization name] facility is located is closed for normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or active threat event.
* Under this scenario, there could be uncertainty regarding whether additional events such as secondary explosions or cascading utility failures could occur.
* In a situation where a pandemic outbreak may occur, the Pandemic Continuity of Operations may be used as a support document to this COOP plan.

The following scenario would NOT require the activation of the [insert organization name] COOP:

* The primary facility or any other essential facility is temporarily unavailable due to a sudden emergency such as a fire, bomb threat, or hazardous materials emergency that requires the evacuation of the facility, but only for a short duration that does not impact normal operations.

### COOP Activation

The following measures may be taken in an event that interrupts normal operations, or if such an incident appears imminent and it would be prudent to evacuate the primary facility or any other essential facility as a precaution:

* The [Head of the Major Organization] may activate the COOP to include activation of the alternate facility.
* The Head of the Major Organization will direct some or all of the COOP Teams to initiate the process of relocation to the alternate facility (see Sections II-D and II-F). The COOP Teams will be notified using the notification procedures outlined in Section IV of this document.
* The COOP Teams will initiate relocation to the alternate facility site and will ensure that the mission-essential functions of the closed primary or other impacted facility are maintained and capable of being performed using the alternate facility and available resources, until full operations are re-established at the primary/impacted facility.
* [insert organization name] staff members who do not have specific COOP assignments may be called upon to supplement the COOP Team operations.
* Representatives from other government or private organizations may also be called upon to support COOP operations.
* The COOP Teams and their members will be responsible for ensuring the continuation of the mission-essential functions of the [insert organization name] within 12 hours and for a period up to 30 days pending regaining access to the affected facility or the occupation of the alternate facility.

*\*\*\* Section IV of this document provides additional detail on the procedures that will be used for COOP activation and implementation.*

Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the [insert organization name] COOP will be executed in response to a full range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures. In most cases, it is likely there will be a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the COOP with a complete and orderly alert, notification of all personnel, and activation of the COOP Teams.

Without warning, the process becomes less routine and potentially more serious and difficult. The ability to execute the COOP following an incident that occurs with little or no warning will depend on the severity of the incident’s impact on the physical facilities, and whether personnel are present in the affected facility or in the surrounding area. Positive personnel accountability throughout all phases of emergencies, including COOP activation, is of utmost concern, especially if the emergency occurs without warning, during duty hours.

*\*\*\* Section II-I of this document provides additional information on warning conditions and related procedures.*

## Time-Phased Implementation

In order to maximize the preservation of life and property in the event of any natural or human-caused disaster or threat, time-phased implementation may be applied. Time-phased implementation is used to prepare and respond to current threat levels, to anticipate escalation of those threat levels and, accordingly, plan for increased response efforts and ultimately full COOP activation and facility relocation.

The extent to which time-phased implementation will be applied will depend upon the emergency, the amount of warning received, whether personnel are on duty or off-duty at home or elsewhere, and, possibly, the extent of damage to essential facilities and their occupants. The Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP. These levels of disaster are defined as:

* **Minor Disaster** - Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance.
* **Major Disaster** - Any disaster that will likely exceed local capabilities and require a broad range of outside resource support including state or federal assistance. The State of Utah Division of Emergency Management and the Federal Emergency Management Agency (FEMA) will be notified and potential state and federal assistance will likely be predominantly recovery oriented.
* **Catastrophic Disaster** - Any disaster that will require massive state and federal assistance. State and federal assistance will involve response and recovery needs.

As described in Section II-C of this document, COOP activation applies to events or incidents impacting a facility where mission-essential functions are performed to the point that the facility is unable to continue to perform those functions for a duration that will affect normal operations. Using the Disaster Magnitude Classification above, it is possible that a minor disaster would not render a facility unusable. However, minor disasters can escalate into major disasters, and even into catastrophic disasters. Conversely, events that are of short duration and do not impact normal operations (e.g., require a building evacuation only) must also be handled as though they could escalate into a more serious situation. Time-phased implementation of the COOP is a way to be prepared for all levels of emergency/potential emergency scenarios that may or may not require relocation of the primary or other essential facility. This implementation method allows the individual(s) responsible for making decisions to be prepared to fully activate the COOP on very short notice, if necessary, but not prematurely activate the COOP for situations such as the building evacuation-only scenario described above. Listed below is a general summary of the sequence of events that can be followed using time-phased implementation of the COOP:

**Phase I – Activation (0 to 12 hours)**

During this phase, alert and notification of all employees, COOP Teams, and other organizations identified as “critical customers” (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

**Phase II – Continuity Operation at Alternate Facility (12 hours to Termination)**

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions should be underway. Also, during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

**Phase III – Reconstitution and Termination**

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists, and instructions will be provided for resumption of normal operations.

*\*\*\* Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.*

## Critical Service COOP Staff

The [insert organization name] management and staff that relocate to the alternate facility must be able to continue operations and perform mission-essential functions for up to 30 days with resource support. Specific [insert organization name] management and staff will be appointed to serve on COOP Teams to support COOP activations and relocation. It is important that COOP Teams and corresponding responsibilities are established prior to COOP activations so team members can be trained on their team roles and responsibilities. Depending upon the nature and severity of the event requiring COOP activation, the roster and size of the COOP Teams may be adjusted by the Head of the Major Organization as necessary.

*\*\*\* Annex A provides a description of each COOP Team developed for the [insert organization name] COOP including each team member's role and contact information.*

Because alternate facility space and support capabilities may be limited, staff may need to be restricted to those specific personnel who possess the skills and experience needed for the execution of mission-essential functions. Staff may be directed to move to other facilities or duty stations or may be advised to remain at or return home, pending further instructions. Individuals may be used to replace unavailable staff or to augment the overall COOP response. COOP activation will not, in most circumstances, affect the pay and benefits of the [insert organization name] management and staff.

*\*\*\* Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.*

## Alternate Facility

The determination of 1) the appropriate alternate facility for relocation, and 2) whether to relocate the [insert organization name] to the alternate facility will be made at the time of activation by the Head of the Major Organization; the decision will be based on the incident, threat, risk assessments, and execution timeframe. Arrangements should be made with the management of all pre-identified alternate facilities to appoint an Alternate Facility Manager who will be responsible for developing site support procedures that establish the requirements for receiving and supporting the staff of the [insert organization name].

To ensure the adequacy of assigned space and other resources, all locations currently identified as alternate facilities and those being considered for alternate facility locations should be reviewed by the [insert organization name] management on an annual basis. The Head of the Major Organization and associated COOP Team Chiefs will be advised of the findings of this review and made aware of any updates made to the alternate facility details. In conducting a review of an existing alternate facility to determine its adequacy for supporting the operation of mission-essential functions, the following should be considered:

* Ensure that the facility has sufficient space to maintain and support the [insert organization name].
* Ensure that the facility, along with acquired resources, are capable of sustaining operations for performing mission-essential functions for up to 30 days.
* Ensure that the facility has reliable logistical support, services, and infrastructure systems (e.g., electrical power, heating/ventilation/air conditioning (HVAC), water/plumbing).
* Ensure that personal convenience and comfort considerations (including toilet facilities) are given to provide for the overall emotional well-being of staff.
* Ensure that adequate physical security and access controls are in place.
* Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility could be impacted by the same incident that impacts the primary facility.
* Consider cooperative agreements such as Memoranda of Understanding (MOUs)/Mutual Aid Agreements with other agencies or contract agreements with vendors who provide services such as virtual office technologies.

*\*\*\* Annex B provides the location of the [insert organization name] alternate facility sites and additional information on alternate facility requirements.*

## Mission Essential Functions

In planning for COOP activation, it is important to establish operational priorities prior to an emergency to ensure that the [insert organization name] can complete the mission-essential functions that are critical to its overall operation. The Head of the Major Organization and associated COOP Teams shall ensure that mission-essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission-essential must be deferred until additional personnel, time, or resources become available. [insert organization name] has identified a comprehensive list of mission-essential functions.

*\*\*\* Annex C provides a complete list of prioritized mission-essential functions identified for [insert organization name].*

## Delineation of Mission Essential Functions

To ensure that mission-essential functions referenced in Section II-G are effectively transferred to the alternate facility and continued with minimal interruption, it is imperative that each function have qualified staff and resources assigned to it. The [insert organization name] COOP should be formed with mission-essential functions in mind. As the COOP is developed, specific staff should be matched up to each of the mission-essential function(s) within the plan. These staff will be assigned to perform these specific mission-essential functions at the alternate facility during COOP activations. The staff working at the alternate facility must be able to ensure that mission-essential functions are carried out. In some cases, the number of staff assigned to the alternate facility may be limited due to lack of facility resources and/or reduced capacity.

*\*\*\* Annex C provides a complete prioritized list of mission-essential functions for [insert organization name]. Each mission-essential function includes a breakdown of estimated personnel requirements and estimated equipment requirements needed to ensure the continuation of that specific mission essential function during COOP activations.*

## Warning Conditions

When planning and preparing for emergencies that may require activation of the COOP, a wide range of scenarios must be considered. Impending events such as wildfires or winter storms may provide ample warning for notification of staff and identification and pre-positioning of resources in preparing for possible COOP activation; other types of events such as earthquakes or active threat events, may provide no warning:

* **With Warning** - It is expected that, in most cases, the [insert organization name] will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and/or deployment of the COOP Teams to an assembly site or the alternate facility.
* **Without Warning** - The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel impacted. If the deployment of the COOP Teams is not feasible because of the unavailability or loss of personnel, including the Head of the Major Organization; temporary leadership of the [insert organization name] will be passed to the Deputy Head of the Major Organization;, as identified in Section II-J of this document.
* **Duty Hours** - If an event or incident occurs during work hours, which requires relocation of the primary facility, the COOP will be activated, and available members of the COOP Teams will be deployed as directed to support operations for the duration of the emergency. Those individuals who do not have assigned roles in the COOP, will either be sent home or possibly used to provide support to the COOP Teams, if additional assistance is required.
* **Non-Duty Hours** - The ability to contact members of the COOP Teams at all times during duty hours or non-duty hours is critical for ensuring that the COOP can be activated quickly if needed. Procedures must be in place that account for notifying and mobilizing (if necessary) the COOP Teams on extremely short notice.

*\*\*\* Section II-L of this document provides additional information and procedures to be followed based on warning conditions. Section IV-C of this document provides staff activation procedures for duty hours and non-duty hours. Annex F provides detailed instructions regarding Alert Notification Procedures for* the *[insert organization name].*

## Direction and Control

Lines of succession should be maintained by all leadership elements contained within the [insert organization name] to ensure continuity of mission-essential functions. Lines of succession are to be provided to a minimum depth of three positions at any point where policy and directional functions are carried out. Authorized successors to the Head of the Major Organization are specified as follows:

1. First Successor
2. Second Successor
3. Third Successor

Each organizational element should pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances, if any, the authority may be delegated.

The Head of the Major Organization and/or their designee are responsible for ordering activation of the COOP. Members of the COOP Teams may be requested by the Head of the Major Organization to disseminate COOP guidance and direction during the activation and relocation phases. Pending the activation of the COOP, the COOP Teams Chiefs will monitor the situation and assist in the notification process, as necessary. Once the COOP is activated, the appropriate officials should be notified and requested to provide any previously agreed upon assistance to the [insert organization name].

*\*\*\* Annex D provides information regarding Lines of Succession. Annex E provides information regarding Delegations of Authority.*

## Operational Hours

During COOP contingencies, the Head of the Major Organization will determine the hours of operation for the COOP Teams and staff. Members of the COOP Teams must be prepared to support a 24-hour-per-day, 7-day-per-week operation, if needed.

## Alert Notification Procedures

If the situation allows for warning, staff may be alerted prior to activation of the COOP. In all situations allowing for an advanced alert, procedures should be in place and trained upon for effective notification to the [insert organization name] key staff members and appropriate officials. The COOP Teams should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and/or the designated alternate facility location. The Head of the Major Organization will direct the activation of the COOP. Upon activation of or notification to activate the [insert organization name] COOP, telephone, email, and other methods of communication designated by the [insert organization name] may be used to notify its key staff and personnel.

*\*\*\* Annex F provides complete details for Alert Notification procedures for the [insert organization name].*

# Procedures

## Personnel Coordination

Procedures should be in place to address any personnel issues that may arise among those individuals who will be responsible for implementing the COOP, as well as, those who do not have specific COOP roles; but may be called upon during COOP activation. Listed below are personnel resources and capabilities in place at the [insert organization name] to ensure that emergency and nonemergency staffs are prepared when disasters strike, either with or without warning:

* Communications Plan for emergency and non-emergency staff
* Health, safety, and emotional well-being of all employees and their families
* Pay status and administrative leave issues
* Medical, special needs, and travel issues will be managed by the Head of the Major Organization and based on the Policies and Procedures of the [insert organization name].

## Vital Records and Resources

Vital records and resources identified as critical to supporting mission-essential functions have been identified within the COOP and will be maintained, updated, and stored in secure offsite locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how these vital records and resources will be made available to personnel for use in completing mission-essential functions. Identified below are different categories of vital records and resources.

Vital records essential to the continued operation or reconstitution of the [insert organization name] during and after a continuity disruption may include:

* Emergency plans and directives
* Orders of succession (Annex D)
* Delegations of authority (Annex E)
* Staff roster
* Staffing assignments

Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion Vital records critical to carrying out the [insert organization name] legal and/or financial mission-essential functions and activities may include:

* Accounts receivables / Accounts payable documentation
* Contracting and acquisition files
* Personnel files / Human Resource Records
* Payroll documentation / Social Security documentation
* Retirement records
* Insurance records
* Property management and inventory records

*\*\*\* Annex G provides additional information on vital records and provides identification, location, and backup capabilities of [insert organization name] vital records necessary for performing mission-essential functions.*

## Pre-Positioned Resources

It is strongly encouraged that essential items, such as office supplies, equipment, data, vital records, and other critical resources be pre-positioned at the alternate facility or other off-site location to facilitate relocation during COOP events. The pre-positioned resources should be carefully inventoried and regularly maintained by the Alternate Facility Manager or his/her designee to ensure that there is a clear understanding of what resources are identified as prepositioned at the alternate facility and what additional resources need to be acquired during COOP events.

## Telecommunications and Information Systems Support

Interoperable communications or the ability for the [insert organization name] staff to communicate with individuals internal and external to the organization is critical during COOP events. Internal and external communications that will be used within the [insert organization name] and its alternate facilities to communicate with officials, emergency response organizations, the media, and/or the public are identified in detail in Annex I.

Access to critical information systems that are used to accomplish mission-essential functions during normal operations from the primary facility should also be arranged for accessibility at the alternate facility. In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For the [insert organization name], the DIT maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, the DIT ensures that connectivity exists at the alternate facility. The DIT will also provide systems technical support during COOP activations.

The telecommunications and information systems capabilities at the [insert organization name] alternate facility is sufficient for the performance of mission-essential functions under the COOP. The following is a checklist that may be used for planning telecommunications and information systems requirements:

* Plans should address all three types of communication (internal, external, and mobile).
* Plans should include the development of telephone trees.
* Plans should consider use of a hotline number.
* Plans should consider radio communications using available staff with radios.
* Plans should recognize different needs ranging from a one-hour emergency to an extended emergency.
* Plans should consider the use of a communication center to serve as a hub for communication needs of all local users.
* Plans should strategize for situations in which all communications systems are unavailable. At a minimum, all COOP Team Members should have cell phones.

*\*\*\* Annex I provide additional information on telecommunications and information systems.*

## Transportation, Lodging, and Food

Policies and procedures should be developed that consider transportation, lodging, and feeding of staff working from the alternate facility. During COOP activations, staff members will likely prefer to use their individual vehicles for transportation to the alternate facility; however, in the event that they are not able to do so, an alternate transportation plan should be in place. Procedures for lodging and feeding arrangements should also be developed. All of the items mentioned above can be accomplished by arranging agreements with other agencies or nonprofit organizations. Also, it is a good practice to have agreements with pre-identified private vendors to provide support on very short notice during COOP events.

## Security and Access Control

The Head of the Major Organization will ensure that all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls. Due to the sensitive information contained in the COOP, the Head of the Major Organization will also ensure that distribution of the COOP is limited and that an account of those who have access to the plan is maintained. The Head of the Major Organization will ensure the following:

* Plans and procedures shall establish a goal of duplicating the level of security established at the vacated primary facility to the alternate facility.
* Alternate technologies, including video technology, may be considered for security.
* Augmentation of security will be addressed, based on the emergency or threat, to include considerations for using local law enforcement, private vendors, or other resources.

\*\*\* Annex J identifies security measures currently in place for [insert organization name] and provides guidelines for arrangements of security measures at alternate facilities.

## Personal and Family Preparedness

All staff, including those individuals actively involved in COOP events or not officially assigned a role during COOP activations should be prepared for and aware of COOP activation procedures. To assure that all employees are prepared for COOP events, training should be a part of the [insert organization name] orientation for new staff and should be regularly conducted (at least annually) for all existing staff. The training should focus on preparing employees for situations in which they will not be able to work from their primary facility. The training should advise staff on how to be personally prepared by developing “personal go-kits” as well as emphasize the need for Family Disaster Planning to ensure families are prepared for all types of emergencies, including COOP activations.

*\*\*\*Annex K provides a Family Disaster Plan developed by the Federal Emergency Management Agency (FEMA) that can be used as a guideline for families to prepare for COOP events. It is suggested that these Family Disaster Plan guidelines be distributed to all [insert organization name] staff on an annual basis.*

## Site Support Preparedness

Site support responsibilities are those tasks that must be conducted to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation. These responsibilities include ensuring that an Alternate Facility Manager is appointed and that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. These responsibilities also include a planned transition back to normal operations once the emergency situation has passed.

# Activation – Phase I

The following procedures are suggested as guidelines to follow for COOP activations. They may be adopted or modified as needed to fit with internal requirements. In general, the following procedures are to be followed in the execution of the COOP. The extent to which this will be possible will depend on the event, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and their occupants. This COOP is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this COOP is implemented depends on the type and magnitude of the events or threats.

## Alert and Notification Procedures

The [insert organization name] notification process related to COOP activation should allow for a smooth transition of the COOP Teams to an alternate facility in order to continue the execution of mission-essential functions across a wide range of potential events. Notification may be in the form of one of the following:

* A COOP alert to the COOP Team members that relocation is anticipated or is imminent.
* An announcement of a COOP activation that 1) directs the COOP Team members to report immediately to an assembly site or a designated alternate facility, and 2) provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility.
* Instructions to COOP Team members to prepare for departure and relocation to a designated alternate facility and instructions to staff.
* Upon receipt of a COOP alert from the Head of the Major Organization or a designated successor, staff alert and notification procedures (see Annex F) are initiated.

## Initial Actions

Based on the situation and circumstances of the event, the Head of the Major Organization will evaluate the capability and capacity levels required to support the current mission-essential functions of the impacted facility/facilities and, if selected, initiate actions for relocation to the appropriate alternate facility. These actions include measures to be taken in anticipation of COOP activation and actions to be taken upon COOP activation. Once COOP activation is initiated, procedures must be considered for both duty hours and non-duty hours.

In cases where COOP activation is anticipated, the Head of the Major Organization:

* Notifies the designated alternate Facility Manager to prepare for the relocation of the impacted facility and to prepare the appropriate alternate facility for operations.
* Issues a COOP alert to the COOP Team Chiefs that relocation is anticipated. COOP Team Chiefs instruct their team members and personnel to prepare for COOP activation.
* Notifies emergency officials, if appropriate, that relocation of the facility is anticipated.

In cases where COOP activation is ordered:

* The Head of the Major Organization coordinates the immediate deployment of the COOP Teams to an assembly site or the designated alternate facility.
* The Head of the Major Organization notifies the designated Alternate Facility Manager to immediately initiate relocation efforts of the impacted facility and to prepare the appropriate alternate facility for operations.
* The Head of the Major Organization provides instructions and guidance on operations and the location of the alternate facility.
* The Alternate Facility Manager provides regular updates to the Head of the Major Organization regarding the status of alternate facility activation/readiness. The following notification procedures are initiated:
* The Head of the Major Organization notifies emergency officials, if appropriate, that relocation of the facility has been ordered and is in progress.
* All designated staff members (see Annex F – Notification Procedures) initiate their respective COOP notification cascades.
* Designated COOP Team members report to an assembly site or deploy to the designated alternate facility to assume mission-essential functions.
* All staff members who have established Drive-Away Kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.
* As delegated in Annex A, COOP Team members assemble the remaining documents and other assets as required for the performance of mission-essential functions and begin preparations for the movement of these resources.
* All personnel and sections of the impacted facility or facilities should implement normal security procedures for areas being vacated.
* Security and other designated personnel of the impacted facility should take appropriate measures to ensure security of the facilities and equipment or records remaining in the building.

## Activation Procedures During Duty Hours

* The Head of the Major Organization notifies the COOP Team Chiefs of the event requiring activation of the [insert organization name COOP.
* The Head of the Major Organization activates the COOP and notifies the appropriate alternate Facility Manager(s).
* Notification procedures identified in Annex F are conducted.
* The Head of the Major Organization directs members of the COOP Teams to begin movement to an assembly site or to the designated alternate facility immediately.
* The COOP Teams immediately deploy to an assembly site or a designated alternate facility to assume mission-essential functions.
* Personnel who do not have active COOP response roles may be instructed to go home or relocate to another specified location pending further guidance.
* Additional tasks identified above in Section IV-B that are not yet completed are completed in their entirety.

## Activation Procedures During Non-Duty Hours

* The Head of the Major Organization is notified that an event requiring COOP activation is anticipated or underway.
* The Head of the Major Organization then notifies the COOP Team Chiefs of the event requiring activation of the [insert organization name COOP.
* The Head of the Major Organization activates the COOP and notifies the appropriate alternate Facility Manager.
* Notification procedures identified in Annex F are conducted.
* The Head of the Major Organization directs members of the COOP Teams to begin immediate movement to an assembly site or to the designated alternate facility.
* The COOP Teams immediately deploy to an assembly site or a designated alternate facility to assume mission-essential functions.
* Personnel who do not have active COOP response roles are directed to remain at home pending further guidance.
* Additional tasks identified above in Section IV-B that are not yet completed are completed in their entirety.

## Deployment and Departure Procedures

The Head of the Major Organization will determine full or partial deployment to the designated alternate facility of any mission-essential functions that are critical to operations at the time the [insert organization name COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered.

COOP Team members will immediately begin deployment, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. Team members will most likely use privately owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.

All other personnel not designated to serve on COOP Teams at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, these personnel will remain at their homes pending further guidance.

## Transition to Continuity Operations

Following the activation of the COOP and establishment of communications links with the Head of the Major Organization and COOP Teams at an assembly site or the designated alternate facility, the Head of the Major Organization orders the cessation of operations at the primary facility. The Head of the Major Organization will then notify emergency officials, as appropriate, that an emergency relocation of the insert organization name facility is complete. The Head of the Major Organization will then provide information on the alternate facility location, including contact numbers.

As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by the insert organization name Public Information Officer or other designated person(s) that theinsert organization name primary facility has been temporarily relocated.

## Site Support Responsibilities

Following notification that a relocation of the [insert organization name] facility has been ordered or is in progress, the appropriate alternate Facility Manager will implement the COOP Site support procedures and prepare to receive the COOP Teams within 12 hours.

# Continuity Operations – Phase II

## Alert and Notification Procedures

Upon activation, the COOP Teams will begin providing support for the following functions:

* Ensure that mission-essential functions (see Annex C) are re-established as soon as possible.
* Monitor and assess the situation that required the relocation.
* Monitor the status of personnel and resources.
* Establish and maintain contact with emergency officials, as appropriate, or other designated personnel.
* Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

## Deployment and Departure Procedures

The ability to communicate with internal and external resources during COOP events will be vital to the operations of the [insert organization name]. Internal and external resources could include [insert organization name] staff, partner organizations, emergency responders, vendors, the media, and/or the public. The Head of the Major Organization in coordination with the DIT will ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly. The DIT will service and correct any faulty or inadequate communications systems. The DIT personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

*\*\*\* Annex I provide additional information on communications capabilities of the [insert organization name].*

## Team Responsibilities

A critical planning component within the include [insert organization name] COOP is the development of COOP Teams and team member responsibilities. The COOP Teams can consist of internal staff to the include [insert organization name], as well as external staff, vendors, and/or other organizations that may assist during COOP events. For each COOP Team, team members are appointed and given specific instructions regarding their roles on the team. It's important that COOP Teams are developed prior to a COOP event so COOP Team members have awareness of their roles on these teams and can be trained on their responsibilities in preparation of potential COOP events.

The following is a list of COOP Teams and their team descriptions for the include [insert organization name] COOP:

**Planning** - In preparation of potential continuity events, Planning Team members are responsible for scheduling and conducting continuity meetings (minimum of one meeting per year), establishing a framework for the organization’s continuity plan design and strategy, reviewing the accuracy of the personnel information contained within the plan, developing an ongoing process for reviewing and updating the plan, and scheduling and participating in continuity trainings and exercises

**Continuity Team** - In preparation of potential continuity events, Continuity Team members are responsible for attending continuity meetings as scheduled, reviewing and updating organization's essential functions, developing notification cascades for key staff and personnel, participating in continuity training and exercises, and developing a plan and methodology for off-site storage of data to include vital records and databases.

During a continuity event, members of the Continuity Team are responsible for executing the necessary procedures and responsibilities for re-establishing and recovering the operations of the organization’s essential functions as identified in Annex C.

*\*\*\*Annex A provides a complete list of COOP Teams, team descriptions, team members, contact information, and team member roles.*

## Staff Augmentation

* If it becomes evident that the COOP Teams cannot adequately ensure the continuation of mission-essential functions, the Head of the Major Organization will determine the additional positions necessary to maintain these functions.
* The Head of the Major Organization will identify additional staff, as available, who may be able to provide support.
* The Head of the Major Organization will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
* The Head of the Major Organization will consider implementing agreements with outside resource support including Memoranda of Understanding/Mutual Aid Agreements with other organizations and contractual agreements with private vendors.

## Development of Devolution Plans

Devolution is the capability to transfer statutory authority and responsibility for mission-essential functions from an organization's primary operating staff and facilities to another organization’s employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an organization's leadership and staff unavailable or incapable of performing its mission-essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized mission-essential functions are transferred to a preidentified devolution organization. Direction and control of mission-essential functions is transferred to the devolution organization site and/or identified personnel.

Devolution planning involves several special issues:

* Personnel at the devolution site must be trained to perform the mission-essential functions to the same level of proficiency as the [insert organization name] personnel.
* Vital records, documents, and databases must be up to date and available at the devolution site.
* Communications and information management systems must be able to be transferred or accessible at devolution site.
* Delegations of authority planning must include senior personnel at the devolution site.

Should sufficient staff be unavailable to conduct the mission-essential functions of [insert organization name], all of the affected operations will initiate the activation of pre-arranged devolution agreements. Devolution will be triggered when available staff determines that there are insufficient resources to maintain and carry out the [insert organization name]’s prioritized mission-essential functions. At that point, the Head of the Major Organization or highest ranking [insert organization name] official available will institute devolution through the issuance of the Devolution Activation Memo, provided in Annex L. Available [insert organization name] staff will notify the devolution organization(s) that devolution is being initiated. The following are pre-identified devolution organization(s) for the [insert organization name: Name of Devolved Agency

*\*\*\* Annex C provides mission-essential functions identified for [insert organization name. Annex E provides COOP Delegations of Authority. Annex L provides the pre-established Devolution Activation memo and specific guidelines for initiation of devolution of mission-essential functions.*

## Development of Plans for Reconstitution and Termination

The Head of the Major Organization or designee will develop Reconstitution and Termination Plans that will direct an orderly transition of all mission-essential functions, personnel, equipment, and records from the devolution organization to a new or restored facility. Plans and Schedules will include:

* Whether the original primary facility is re-inhabitable. If not, the plans will include recommendations of primary facility options.
* Construction needs for the primary facility re-occupancy, including remediation of safety issues.
* Estimated costs associated with construction and occupancy. Plans to include options for funding.
* Notification plans for COOP Teams and staff.
* Timeframe for construction completion and move-in.

The Head of the Major Organization will review and formally approve all plans and schedules. Upon approval, the Head of the Major Organization will issue a COOP Termination memo to the devolution organization(s) identifying the point of formal COOP Termination. The COOP Teams, as assigned, will oversee the Reconstitution and Termination process.

# Reconstitution and Termination – Phase III

As soon as possible (within 24 hours) following a COOP relocation, the COOP Teams will initiate operations to salvage, restore, and recover the impacted facility, pending approval from any applicable local, state, and/or federal law enforcement organizations or emergency service authorities. Reconstitution procedures will commence when the Head of the Major Organization determines that the emergency situation has ended and is unlikely to reoccur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

* Continue to perform mission-essential functions at the alternate facility for up to 30 days.
* Begin an orderly return to the impacted facility and reconstitute full normal operations.
* Begin to establish reconstitution of normal operations at a different primary facility location.

## Procedures

Upon a decision by the Head of the Major Organization that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:

* The Head of the Major Organization or designee will create and submit resumption plans for review and approval.
* Upon approval, the COOP Teams will initiate and oversee the orderly transition of all mission-essential functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
* Non-assigned COOP Team personnel will be notified using the Alert Notification Procedures provided in Annex F that normal operations of the [insert organization name] are resuming and that they should report back to work.

# Annex A: COOP Teams and Responsibilities

# Planning Team

In preparation of potential continuity events, Planning Team members are responsible for scheduling and conducting continuity meetings (minimum of one meeting per year), establishing a framework for the organization’s continuity plan design and strategy, reviewing the accuracy of the personnel information contained within the plan, developing an ongoing process for reviewing and updating the plan, and scheduling and participating in continuity trainings and exercises.

**Planning Team – [Insert organization name]**

| **Team Member** | **Role Responsibilities** |
| --- | --- |
| **Name – RolePT1**  **Name of Major Organization**  Sub-AgencyPT1  Work Phone: Work PhonePT1  Work Phone: Cell PhonePT1  Work E-Mail: E-MailPT1 | PT Name – Role1Description |
| **Name – RolePT2**  **Name of Major Organization**  Sub-AgencyPT2  Work Phone: Work PhonePT2  Work Phone: Cell PhonePT2  Work E-Mail: E-MailPT2 | PT Name – Role2Description |
| **Name – RolePT3**  **Name of Major Organization**  Sub-AgencyPT3  Work Phone: Work PhonePT3  Work Phone: Cell PhonePT3  Work E-Mail: E-MailPT3 | PT Name – Role3Description |
| **Name – RolePT4**  **Name of Major Organization**  Sub-AgencyPT4  Work Phone: Work PhonePT4  Work Phone: Cell PhonePT4  Work E-Mail: E-MailPT4 | PT Name – Role4Description |
| **Name – RolePT5**  **Name of Major Organization**  Sub-AgencyPT5  Work Phone: Work PhonePT5  Work Phone: Cell PhonePT5  Work E-Mail: E-MailPT5 | PT Name – Role5Description |
| **Name – RolePT6**  **Name of Major Organization**  Sub-AgencyPT6  Work Phone: Work PhonePT6  Work Phone: Cell PhonePT6  Work E-Mail: E-MailPT6 | PT Name – Role6Description |

# Continuity Team

In preparation of potential continuity events, Continuity Team members are responsible for attending continuity meetings as scheduled, reviewing and updating organization's essential functions, developing notification cascades for key staff and personnel, participating in continuity training and exercises, and developing a plan and methodology for off-site storage of data to include vital records and databases. During a continuity event, members of the Continuity Team are responsible for executing the necessary procedures and responsibilities for re-establishing and recovering the operations of the organization’s essential functions as identified in Annex C.

**Continuity Team – [Insert organization name]**

| **Team Member** | **Role Responsibilities** |
| --- | --- |
| **CMT Name – Role1**  **Name of Major Organization**  CMT Sub-Agency1  Work Phone: CMT Work Phone  Work Cell Phone: CMT Work Cell Phone  Work E-Mail: CMT Work E-Mail | CMT Name – Role1Description |
| **CMT Name – Role2**  **Name of Major Organization**  CMT Sub-Agency2  Work Phone: CMT Work Phone  Work Cell Phone: CMT Work Cell Phone  Work E-Mail: CMT Work E-Mail | CMT Name – Role2Description |
| **CMT Name – Role3**  **Name of Major Organization**  CMT Sub-Agency3  Work Phone: CMT Work Phone  Work Cell Phone: CMT Work Cell Phone  Work E-Mail: CMT Work E-Mail | CMT Name – Role3Description |
| **CMT Name – Role4**  **Name of Major Organization**  CMT Sub-Agency4  Work Phone: CMT Work Phone  Work Cell Phone: CMT Work Cell Phone  Work E-Mail: CMT Work E-Mail | CMT Name – Role4Description |
| **CMT Name – Role5**  **Name of Major Organization**  CMT Sub-Agency5  Work Phone: CMT Work Phone  Work Cell Phone: CMT Work Cell Phone  Work E-Mail: CMT Work E-Mail | CMT Name – Role5Description |
| **CMT Name – Role6**  **Name of Major Organization**  CMT Sub-Agency6  Work Phone: CMT Work Phone  Work Cell Phone: CMT Work Cell Phone  Work E-Mail: CMT Work E-Mail | CMT Name – Role6Description |

# Annex B: Facilities

The following are primary facilities identified for [Insert organization name]:

| **Primary Facility 1** | |
| --- | --- |
| **Name of Primary Facility 1**  **Address of Primary Facility1**  Number of Staff: NoStaffatPF1   * Function1satFacility1 * Function2satFacility1 * Function3satFacility1 * Function4satFacility1 * Function5satFacility1 * Function6satFacility1 * Function7satFacility1 | **Pre-Positioned Resources**  Workspaces: WSPPF1  Desktops: DSKPF1  Printers: PRNPF1  Scanners: SCNPF1  Land Lines: LNDLINEPR1 |

| **Primary Facility 2** | |
| --- | --- |
| **Name of Primary Facility 2**  **Address of Primary Facility2**  Number of Staff: NoStaffatPF2   * Function1satFacility2 * Function2satFacility2 * Function3satFacility2 * Function4satFacility2 * Function5satFacility2 * Function6satFacility2 * Function7satFacility2 | **Pre-Positioned Resources**  Workspaces: WSPPF2  Desktops: DSKPF2  Printers: PRNPF2  Scanners: SCNPF2  Land Lines: LNDLINEPR2 |

| **Primary Facility 3** | |
| --- | --- |
| **Name of Primary Facility3**  **Address of Primary Facility3**  Number of Staff: NoStaffatPF3   * Function1satFacility3 * Function2satFacility3 * Function3satFacility3 * Function4satFacility3 * Function5satFacility3 * Function6satFacility3 * Function7satFacility3 | **Pre-Positioned Resources**  Workspaces: WSPPF3  Desktops: DSKPF3  Printers: PRNPF3  Scanners: SCNPF3  Land Lines: LNDLINEPR3 |

| **Alternative Facility 1** | |
| --- | --- |
| **Name of AlternativeFacility1**  **Address of AlternativeFacility1**  Facility Manager: NameofAF1  Work Phone: FMAF1WP  Cell Phone: FMAF1WP  Email: FMAF1Email | **Pre-Positioned Resources**  Workspaces: WSPAF1  Desktops: DSKAF1  Printers: PRNAF1  Scanners: SCNAF1  Land Lines: LNDLINEAR1 |

| **Alternative Facility 2** | |
| --- | --- |
| **Name of AlternativeFacility2**  **Address of AlternativeFacility2**  Facility Manager: NameofAF2  Work Phone: FMAF2WP  Cell Phone: FMAF2WP  Email: FMAF2Email | **Pre-Positioned Resources**  Workspaces: WSPAF2  Desktops: DSKAF2  Printers: PRNAF2  Scanners: SCNAF2  Land Lines: LNDLINEAR2 |

| **Alternative Facility 3** | |
| --- | --- |
| **Name of AlternativeFacility3**  **Address of AlternativeFacility3**  Facility Manager: NameofAF3  Work Phone: FMAF3WP  Cell Phone: FMAF3WP  Email: FMAF3Email | **Pre-Positioned Resources**  Workspaces: WSPAF1  Desktops: DSKAF1  Printers: PRNAF1  Scanners: SCNAF1  Land Lines: LNDLINEAR1 |

\* Identify resources needed to continue the operation of mission-essential functions that have been pre-positioned at the alternate facility and those that will need to be transported to the facility. Examples of resources include office equipment/supplies, computers, chairs, tables, telephones, printers, and copiers

**Alternate Facility Operations**

The alternate facility should have pre-positioned resources to sustain operations for three days without resource support. The alternate facility will require installation of:

* Telephones
* Computers/LAN
* Fax machines
* Copiers
* Furniture

Setup of the alternate facility may require vendor and resource support to provide the labor and equipment to outfit the facility.

**Memorandum of Understanding (MOU) Considerations**

The Head of the Major Organization will establish MOU(s) or pre-arranged contracts with Facility Managers and other organizations to provide basic support to the [Insert organization name] during COOP events, including exercises, if needed.

Joint Facility Support Requirements

The Head of the Major Organization or designee will be responsible for developing a coordinated support plan with the Facility Manager of the primary alternate facility. At a minimum, the plan will address the following items:

* Receiving, supporting, and relocating personnel at the alternate facility;
* Repositioning supplies and equipment at the alternate facility;
* Adequate logistical support;
* Adequate infrastructure;
* Adequate services;
* Capability of the facility to accept the COOP Teams and operations; and
* Capability of the facility to sustain COOP operations for a minimum of 30 days.

The details of the coordinated support plan will be incorporated as part of this annex.

**Review and Update**

The Head of the Major Organization will conduct an annual review of space allocations at the alternate facility to ensure the adequacy of assigned space and other resources.

# Annex C: Mission Essential Functions

**MISSION ESSENTIAL FUNCTIONS**

Mission-Essential functions for the Insert organization name] have been identified and prioritized below. In addition to identifying each mission-essential function, the DHS has associated the personnel resources and vital record resources required to carry out each specific function. The performance of the highest priority mission-essential functions will need to be resumed as quickly as possible.

**Essential Functions for** Insert organization name]

1. "MEF" - Functions to be performed with a One Day Recovery Time Objective (RTO). Functions must remain operational at all times.:
   * TBC - Manual
   * TBC - Manual
2. "Immediate" Post-Incident Functions to be performed with a One Day - One Week Recovery Time Objective (RTO). Functions that must be brought back online as soon as possible.:
   * Continuation of functions listed under previous Tier(s) identified above
   * TBC - Manual
   * TBC - Manual
3. Normal" Functions to be performed with a One Week - One Month Recovery Time Objective (RTO). Functions can be restored once incident has passed.:
   * Continuation of functions listed under previous Tier(s) identified above
   * TBC - Manual
   * TBC - Manual

|  |
| --- |
| **Enter Essential Function description here.** |

**TIER:**

**PRIORITY:**

**MAJOR ORGANIZATION:**

**PRIMARY FACILITY FOR NORMAL OPERATIONS:**

**ALTNERATIVE FACILITIES IDENTIFIED TO SUPPORT CONTINUITY OPERATIONS:**

**KEY PERSONNEL REQUIRED:**

**ADDITIONAL PERSONNEL REQUIRED:**

**RESOURCE(S) REQUIRED:**

**VITAL RECORDS:**

|  |
| --- |
| **Enter Essential Function description here.** |

**TIER:**

**PRIORITY:**

**MAJOR ORGANIZATION:**

**PRIMARY FACILITY FOR NORMAL OPERATIONS:**

**ALTNERATIVE FACILITIES IDENTIFIED TO SUPPORT CONTINUITY OPERATIONS:**

**KEY PERSONNEL REQUIRED:**

**ADDITIONAL PERSONNEL REQUIRED:**

**RESOURCE(S) REQUIRED:**

**VITAL RECORDS:**

|  |
| --- |
| **Enter Essential Function description here.** |

**TIER:**

**PRIORITY:**

**MAJOR ORGANIZATION:**

**PRIMARY FACILITY FOR NORMAL OPERATIONS:**

**ALTNERATIVE FACILITIES IDENTIFIED TO SUPPORT CONTINUITY OPERATIONS:**

**KEY PERSONNEL REQUIRED:**

**ADDITIONAL PERSONNEL REQUIRED:**

**RESOURCE(S) REQUIRED:**

**VITAL RECORDS:**

|  |
| --- |
| **Enter Essential Function description here.** |

**TIER:**

**PRIORITY:**

**MAJOR ORGANIZATION:**

**PRIMARY FACILITY FOR NORMAL OPERATIONS:**

**ALTNERATIVE FACILITIES IDENTIFIED TO SUPPORT CONTINUITY OPERATIONS:**

**KEY PERSONNEL REQUIRED:**

**ADDITIONAL PERSONNEL REQUIRED:**

**RESOURCE(S) REQUIRED:**

**VITAL RECORDS:**

ADD MORE MANUALLY IF NEEDED.

# Annex D: Orders of Succession

**ORDERS OF SUCCESSION**

The Insert organization name] has developed an Orders of Succession for all key positions held within the organization. Provided below is the title and name of each primary person currently holding each key position, followed by a list of designated successors. The successors are listed by title in order of precedence.

**Title**

Primary:

First:

Second:

Third:

ADD MORE MANUALLY IF NEEDED.

# Annex E: Delegation of Authority

**MEMORANDUM**

TO:  
  
FROM:  
  
DATE:  
  
SUBJECT: Delegation of Authority

ALL AUTHORITY HEREBY DELEGATED SHALL BE EXERCISED IN ACCORDANCE WITH APPLICABLE LAWS, RULES, BUDGET ALLOCATIONS AND ADMINISTRATIVE DIRECTIVES. THIS AUTHORITY CANNOT BE RE-DELEGATED.

To ensure continuity of operations for the «Name\_of\_Agency\_\_Department\_\_Office» during continuity events, the following personnel are hereby delegated the authority to conduct the following assignments provided below.

**Order of Succession  
Triggering Conditions:**

Delegated\_Authority\_» unavailable

**Limitations:**

Under guidance of pre-established transfer of power in the event the {Head of Organization] is unavailable for any reason.

*Acting Agents:*

«First\_Name10» «Last\_Name10»/ «Current\_Role»

*Delegated Agents:*

«First\_Name11» «Last\_Name11»/ «Current\_Role1», «First\_Name12» «Last\_Name12» / «Current\_Role2», «First\_Name13» «Last\_Name13» / «Current\_Role3»

**Travel Authorization   
Triggering Conditions:**

Absence of the travel authorizing agent if the travel requirement approval must be completed prior to the known or anticipated return of the primary agent.

**Limitations:**

Limited to established travel restrictions/ costs as set for by the DOA and the Director's decisions and guidance.

*Acting Agents:*

INSERT MANUALLY

*Delegated Agents:*

INSERT MANUALLY

**Leave Authorization   
Triggering Conditions:**

Absence of the Leave Agent when the leave decision must be made prior to the expected and anticipated return of the primary agent.

**Limitations:**

Limited to standard contractual limitations or union restrictions as appropriate for the requesting employee(s).

*Acting Agents:*

INSERT MANUALLY

*Delegated Agents:*

INSERT MANUALLY

**Purchase Requisitions/Spending Authority   
Triggering Conditions:**

Absence of the Purchasing Authority when the purchase is critical and must be approved before the anticipated return of the Authority.

**Limitations:**

Limitation are concurrent with established purchasing organization rules: ie, MPA list used; amount limitation; bids, etc.

*Acting Agents:*

INSERT MANUALLY

*Delegated Agents:*

INSERT MANUALLY

**Execution of Contractual Agreements   
Triggering Conditions:**

When the Contracting agent is absent, and the current request is needed before the expected / anticipated return of the primary agent.

**Limitations:**

Limited by standard operationally used contracting procedures.

*Acting Agents:*

INSERT MANUALLY

*Delegated Agents:*

INSERT MANUALLY

**Communications  
Triggering Conditions:**

When the main communications agent is absent, and the current request is needed before the expected / anticipated return of the primary agent.

**Limitations:**

Limited by authority to speak on behalf of the organization.

*Acting Agents:*

INSERT MANUALLY

*Delegated Agents:*

INSERT MANUALLY

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
Authorized Signature  
«Name\_of\_Agency\_\_Department\_\_Office»**

# Annex F: Alert Notification Procedures

**ALERT NOTIFICATION PROCEDURES**

The [Head of Major Organization] will notify the Continuity Team Chief to activate the continuity plan. Upon notification to activate the continuity plan, the Continuity Team Chief will perform the following duties:

* Contact the key staff members identified within this annex, informing them of the current situation and that the continuity plan is being activated.
* For facility related activations, notify the Alternate Facility Manager of the appropriate alternate facility regarding the activation of the continuity plan.
* As needed, notify the [Enter name of emergency management] ]that an emergency activation or anticipated activation of the continuity plan is expected or in progress.
* Report the progress of the notification process to the [Head of Major Organization]

Once the continuity plan is activated, the key staff members will contact their staffs using the following procedures:

* Attempt to call each person in his or her chain-of-command to relay the information and guidance provided by the Continuity Team Chief.
* Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, the key staff members will leave a message, send a text, or use any other method of communications available to make contact.
* Report status of cascade, including names of personnel not contacted, to the Continuity Team Chief.

**KEY STAFF NOTIFICATION LIST**

| **NAME/ORGANIZATION** | **PHONE NUMBERS** | **E-MAIL ADDRESS** |
| --- | --- | --- |
| **Name**  Organization | Home:  Office:  Cell: | Email Address: |

ADD MORE MANUALLY IF NEEDED

# Annex G: Vital Records

**VITAL RECORDS**

The following checklist can be used when determining which vital records are critical to ensure continuation of mission-essential functions:

* Storage of duplicate records off-site.
* Back-up off-site of electronic records and databases.
* Pre-position vital records and databases at the alternate facility prior to deployment.
* The COOP should describe a maintenance program to assure the records are accurate, current, and frequently updated.
* Identifying vital records, systems, and data (hard copy and electronic) critical to performing functions.
* Assuring availability of emergency operating records.
* Ensuring back-up for legal and financial records.

**Additional Recommendations**

Ensure backup copies of vital records and databases, both paper and electronic, are maintained, updated, and stored in a secure off-site location. The COOP identifies vital records, systems, and data (hard copy and electronic) critical to performing mission-essential functions. The COOP provides for ensuring availability of emergency operating records and ensuring back-up for legal and financial records. The insert organization name will maintain current copies of vital records essential to the continued functioning or reconstitution in a secure off-site location.

Included within the COOP are records having such value that their loss would significantly impair the insert organization name of conducting mission-essential functions, to the detriment of the legal or financial rights or entitlements of the organization or of the affected individuals. Examples of this category of vital records are:

* Accounts receivable/Accounts payable
* Contracting and acquisition files
* Official personnel files
* Social security documentation
* Payroll
* Retirement
* Insurance records
* Property management and inventory records

**The following identifies Vital Records required by** insert organization name **to complete mission-essential functions:**

|  |
| --- |
| **Vital Record: Enter vital record/management system** |

**Type:**

**Description:**

**Plans for Protection, Duplication, Movement of Record**s:

**Location and Accessibility of Vital Records:**

**Primary Location:**

**Format**

**Secondary Location:**

**Format:**

**Remote Accessibility**:

**Accuracy of Records:**

**Date of Last Update:**

ADD IN MANUALLY AS NEEDED

**Legend**

**Vital records, systems, and data** - Information, records, databases, procedures, and other information necessary to support mission-essential functions and sustain operations.

**Protection, duplication, and movement** - Identify policies in place to restrict how the information is guarded, procedures for duplication, how the information is backed-up and stored, and how the material is distributed.

**Location** - Where are the vital records/systems/data currently located? Where are the back-up records/systems/data located? Are records in electronic or hard copy format? Can records be accessed from an alternate site if the primary site is inaccessible?

**Accuracy and currency of records** - Are records up to date? On what date was the records/systems/data last reviewed/updated?

# Annex H: Communications

**COMMUNICATIONS**

The ability to communicate with internal and external resources during COOP events will be vital to the operations of the insert organization name. Internal and external resources could include insert organization name staff, partner organizations, emergency responders, vendors, the media, and/or the public. The insert organization name has identified below the various modes of communication that currently exist and/or communications that must be arranged at an Alternate Facility. The communications are listed in order of priority and include a written description for each. Also, each communication item identifies whether the communication is for internal/external use, mobile, or if it requires any level of security measures.

|  |  |  |
| --- | --- | --- |
| **COMMUNICATIONS** | | |
| **Communication:** Internet | | |
| **Priority:** High | **Type:** Data | **Quantity:** «M\_\_of\_users» |
| **Description:** Internal Use, External Use, Mobile, Secure «Primary\_Provider» is provider. | | |
| **Communication:** Cell Phone | | |
| **Priority:** High | **Type:** Voice | **Quantity: ADD NEXT** |
| **Description:** Internal Use, External Use, Mobile, Secure. ADD NEXT is provider. | | |
| **Communication:** E-mail | | |
| **Priority:** High | **Type:** Data | **Quantity: ADD NEXT** |
| **Description:** Internal Use, External Use, Mobile, Secure. ADD NEXT is provider. | | |
| **Communication:** Landline | | |
| **Priority:** High | **Type:** Voice | **Quantity: ADD NEXT** |
| **Description:** Internal Use, External Use. ADD NEXT is provider. | | |

# Annex I: Devolution

**DEVOLUTION**

Devolution is the capability to transfer statutory authority and responsibility for mission-essential functions from an organization's primary operating staff and facilities to another organization's employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an organization's leadership and staff unavailable or incapable of performing its mission-essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized mission-essential functions are transferred to a preidentified devolution organization. Direction and control of mission-essential functions is transferred to the devolution organization site and/or identified personnel.

Devolution planning involves several special issues:

* Personnel at the devolution site must be trained to perform the essential functions to the same level of proficiency as the Enter name of agency personnel.
* Vital records, documents, and databases must be up to date and available at the devolution site.
* Communications and information management systems must be able to be transferred to the devolution site.
* Delegations of authority planning must include senior personnel at the devolution site.

The pre-identified devolution organization(s) for the insert organization name are insert organization name which will take over essential . Devolution Triggers, Process, Resources and their Availability, and Restoration guidelines are noted below. The preidentified Devolution Memorandum is also included within this Annex.

**Devolution Triggers**

Pre-devolution preparation begins when staffing levels in one or more critical areas are reduced by 40%. Critical areas are defined as: 1) leadership, 2) communication capabilities, 3) administrative support, and 4) prioritized MEFs. Pre-devolution preparation includes assessment of:

* Available devolution organizations
* Location and availability of resources and information needed to transfer critical operations to the devolution organization
* Approach to notify and train (as needed) devolution organization staff
* Prioritization of mission-essential functions necessary to provide continuity of government during the devolution process

Once this assessment is complete, the intended devolution organization should be notified that devolution is likely and transfer of knowledge/resources necessary for devolution should begin.

The key staff members of the devolution organization should also be informed on how to access the insert organization name which will take over essential COOP information contained within COOP SharePoint.

Devolution is initiated through the issuance of the Devolution Memorandum. Organizational devolution is triggered when staffing levels are reduced by 60% in one or more critical areas.

**Devolution Process**

The insert organization name is responsible for identifying devolution triggers and is responsible for deciding when devolution is necessary. The insert organization name is responsible for issuing the Devolution Memorandum and begin actually transferring responsibilities to the devolution organization.

Every attempt will be made to retain expertise and authority through all COOP Teams. All available COOP Teams will continue to work with and for the new devolution organization in carrying out COOP, devolution, and restoration/reconstitution duties.

**Resources and Availability**

All resources necessary for devolution will be retained at insert organization name primary facility, on the COOP SharePoint, and at SLCo. Emergency Coordination Center. The executives and support staff working on devolution will be given access to these resources and will be trained in the use of available communication tools in advance of COOP activations.

**Restoration (Pre-Event)**

Because the nature of a catastrophic event that would create the need for devolution is so difficult to predict and may have a wide array of circumstances to respond to, we cannot specify exact measures needed to recover and restore pre-event operations in advance. However, the devolution organization will work with the existing insert organization name staff to identify all actions needed to provide restoration to pre-event conditions. Reconstitution and termination plan as identified in the COOP are available and should be used by the devolution organization.

**MEMORANDUM**

TO: Highest Ranking Official(s)

FROM:

DATE:

SUBJECT: Devolution of [insert organization name]

As of Date/Time, an emergency occurred that required the activation of the [insert organization name Continuity of Operations Plan (COOP). As of Date/Time, the emergency has affected staffing to levels such that we can no longer carry out our prioritized mission-essential functions and maintain our mandated operations. In order to provide continuity of government operations within [insert organization name, as of Time today I am hereby transferring mission-essential function responsibilities as identified in the [insert organization name] COOP to the [insert organization name which will take over essential]. In addition, I am extending all delegations of authority of key actions and responsibilities to the [insert organization name which will take over essential]. This delegation is effective as of Date/Time.

Thank you in advance for your assistance as we continue to provide critical services during this challenging time and work to restore full insert organization name operations. Access to all critical insert organization name COOP information, including mission-essential functions, delegation responsibilities, and personnel contact lists can be found at: enter virtual location and enter physical location.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   
**Name, Title**

# Annex J: Review, Training, Exercise, and Update

**REVIEW, TRAINING, EXERCISES, AND UPDATE**

* This plan will be reviewed annually or as required by statute by all CONTINUITY OF OPERATIONS PLAN Team members and approved by the head of organization.
* The [Head of Organization] ensure training of all [insert organization name employees on the key aspects of this plan. This training will be conducted at new employee orientation and quarterly staff meetings.
* This CONTINUITY OF OPERATIONS PLAN will be assessed annually through a discussion-based and operations-exercise, with notification and reporting submitted to [insert emergency management]
* Support plans and communications equipment will be tested annually as part of the Review, Training, Exercises, and Update.
* Equipment pre-positioned at Alternate Facilities will be tested annually as part of the Review, Training, Exercises, and Update program.
* The exercise will include a test of the alert and notification procedures within this CONTINUITY OF OPERATIONS PLAN, with and without warning, during duty and nonduty hours.
* The [Head of Organization] or designee will identify and incorporate lessons learned and remedial actions from exercises or actual events into annual revisions of this CONTINUITY OF OPERATIONS PLAN
* Copies of AAR (After Action Review) reports will be placed in the File Archive of this system. The [insert organization name] documents the past, present, and future events that support their Test, Training, and Exercise program for their CONTINUITY OF OPERATIONS PLAN.