
(Jurisdiction: City, Village, Township)

Continuity of Operations Plan

(Date)

Record of Changes

Date	Page Number	Brief Description of Change Made	Person(s) Making Change

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Section 1 Background Information

1.1 Introduction

Continuity of Operations (COOP) planning is one component of _____ (city, village, township) _____'s comprehensive emergency management program that addresses all hazards preparation, mitigation, response, and recovery. Whether the hazard is the result of a natural, mechanical, or man-made event an “all hazards” approach assures that, regardless of the emergency, essential functions will continue. While terrorist incidents and violent weather disasters capture the headlines, almost 90% of emergencies are quiet catastrophes. Low profile disasters, (e.g., fires, power outages), have as great a potential to disrupt government operations and cause irrevocable damage and preparedness as a result of proper planning is key.

1.2 Purpose

The purpose of this document is to ensure that the capability exists to continue essential governmental functions across a wide range of potential emergencies within _____ (city, village, township) _____.

This plan provides a framework that establishes operating procedures to sustain essential functions when normal procedures are not possible and provides a guide to the restoration of normal operations.

The objectives of this COOP plan include: (Please select from the objectives below or create your own unique objectives based on your planning process.)

- Ensuring the safety of employees and the public;
- Ensuring the continuous performance of essential functions/operations during an emergency;
- Protecting essential facilities, equipment, records and other assets;
- Reducing or mitigating disruptions to operations;
- Achieving a timely and orderly recovery from an emergency and resumption of full service to the public;
- Providing foundation for the continued survival of leadership; and
- Complying with legal and statutory requirements.

1.3 Situation

A. _____ (city, village, township) _____ has a population of _____ people living in an area of _____ square miles. _____ (city, village, township) _____ is situated _____ (brief description of geographical location) _____

B. _____ (city, village, township) _____ is governed by _____ (governing body) _____, and includes the following departments: _____

C. The following are facilities of importance to _____ (city, village, township) _____ and its essential functions. _____

1.4 Assumptions

- Emergencies or threatened emergencies can adversely impact the jurisdiction’s ability to continue to perform its essential functions and provide support to the operations of other outside agencies and jurisdictions.
- Emergencies or threatened emergencies differ in priority and impact.
- The vulnerability of the jurisdiction depends on the probability of an event occurring and the impact that event could have on its ability to operate.
- Current employees, outside personnel and resources located beyond the area affected by the emergency or threat will be available as necessary to continue essential functions.
- When the COOP is activated, the jurisdiction will implement a predetermined plan using trained and equipped personnel.
- The jurisdiction will provide operational capability within twelve hours of the event and be able to continue essential operations for thirty days or until termination of the event.

1.5 Risk Analysis

Warren County can be impacted by many different risks. Below are the top 10 risks according Risk Assessment data for Warren County.

1. Tornadoes/Wind Event
2. Dam Failure
3. Flooding
4. WMD Terrorist Incident
5. Cyber-Terrorism
6. Infectious Disease
7. Severe Winter Weather
8. Hazardous Material Incident
9. Transportation Accident - Aircraft
10. Severe Summer Weather

List additional hazards specific to this jurisdiction:

HAZMAT Facilities: _____

Railroad Yard _____

Airport _____

Flood Plain _____

Below a Dam _____

Other _____

Any of these events could lead to the following scenarios:

- Local facility disruptions, typically single buildings;
- Region-wide disruptions affecting all or many government buildings in the region;
- Disruption of access to vital records or databases;
- Disruption of availability of specialized equipment or systems, including computing systems.
- Loss of services from a vendor or another government agency; and
- Personnel availability issues.

_____ (city, village, township) _____ is prepared to handle three types of emergencies: localized emergency requiring relocation to an alternate site; widespread emergency requiring relocation to an alternate site; and widespread emergency not requiring relocation to an alternate site.

These three types of emergencies and corresponding COOP considerations are outlined below:

1. Localized Emergency Requiring Relocation to Alternate Site
(E.g. structural fire, water damage, etc.)
 - A jurisdiction government building sustained damage
 - All other government building are not affected
 - COOP alternate sites are available
 - The building is currently closed for normal business activities, but the incident has not affected surrounding buildings, utilities, or transportation systems.
2. Widespread Emergency Requiring Relocation to Alternate Site
(Power outage, hazmat spill, wildfire, etc.)
 - A jurisdiction government building sustained damage
 - Surrounding area is affected
 - COOP alternate sites may or may not be available
 - Parts of major infrastructures (power, sewage, transportation, etc.) may have sustained damage.
 - Operations can shift to an alternate location within the jurisdiction or a neighboring jurisdiction.
 - Will require continuity of all essential functions
3. Widespread Emergency Not Requiring Relocation to Alternate Site
(Pandemic influenza outbreak)
 - Jurisdiction government buildings did not sustain damage, all remain open
 - One or more departments of the jurisdiction government experiences high levels of employee absenteeism
 - COOP operations will be conducted from the primary location

- Will require continuity of all essential functions
- Situation may require social distancing.

Section 2 COOP Information

2.1 Essential Functions

2.1.1 Identifying Essential Functions

All jurisdiction departmental functions are important; however each departmental activity may not be an essential function that must be sustained in an emergency.

See Attachment B for brief descriptions of individual departmental responsibilities.

2.1.2 Prioritizing Essential Functions

Each essential function has been given a priority using a Recovery Time Objective (RTO). The RTO is the maximum time period that a function or service can be interrupted before it must be restored to an acceptable level of operation. Taking into account the RTO for each essential function, the functions are classified into tiers. Tiers represent blocks of time available to recover operations during an event. See the chart below for RTO and Tier explanations.

Essential Function RTO Tiers

Tier	Ratings	RTO
I	IMMEDIATE These functions involve those with the direct and immediate effect on the jurisdiction to preserve life, safety, and protect property. These functions preserve the institution of government through command and control.	0 to 12 hours
II	NECESSARY Tier II functions must reach an operational status within 12-72 hours, and be sustained for a minimum of 30 days	12-72 hours
III	IMPORTANT It is not necessary for Tier III functions to reach full operation within the first week following an event.	72+ hours to one week
IV	POSTPONED These functions can be delayed until Tiers 1, 2 and 3 are operational	One week to 30 days
V	EXTENDED These functions can be postponed for 30 days or more	30+ days

2.1.3 Staff and Resource Requirements

Broad resource categories that support essential functions include the following:

- Human Resources (Staffing). The number of personnel with specialized knowledge, skills, and abilities that each essential function will require.
- Information Technology. Workstations, personal computers, and software that may be required to perform an essential function.

- Vital Records and Data. Vital records and data must be on hand for personnel to perform certain essential functions, e.g. contact lists, personnel records.
- Communications. Both voice and data communications will be needed to support essential functions.
- Supplies. Basic resources such as equipment and office supplies will be required at the alternate facility.
- Physical Infrastructure. The space requirements needed to staff and perform essential functions.

Table 2A lists the department's essential functions, the priority RTO tier level, and resources required for each essential function.

-----Table 2A Essential Functions, Priority and Resources Required

Department Name:				
Essential Function	Priority by RTO	Personnel Required	Equipment/Systems	Vital Records/Databases

2.2 Orders of Succession

Initial COOP delegation of authority will follow basic Incident Command System (ICS) principles with the highest ranking person present on the scene assuming command and maintaining it until the Department Head or a designated alternate is able to assume the responsibility for COOP processes.

All involved will be made aware of the changes in leadership and the order of succession prior to the event and kept aware during an event.

Table 2B designates the order of succession in the event the Department Head is unavailable to ensure that the department is capable of responding rapidly to emergency situations requiring COOP implementation.

Table 2B Order of Succession

Department Head	First Alternate	Second Alternate	Third Alternate

2.3. Alternate Facility/Locations

2.3.1 Current Inventory

Emergencies or potential emergencies will affect the ability of departments to perform essential functions from their primary facility/location. Alternate facility/locations have been identified to provide each department with means of accomplishing its essential functions if the primary location is unavailable due to an emergency.

Table 2C below is an inventory of current jurisdiction facilities/locations and the departments utilizing each location.

Table 2C Inventory of Current Jurisdiction Facilities/Locations

Facility	Address	Department(s) Housed	Number of Employees at this location

2.3.2. Alternate Facilities

The following criteria were used to identify suitable alternate facilities/locations for continuity of operations for departments within _____ (city, village, township) _____.

- Sufficient space and equipment to sustain the relocating department;
- Availability of interoperable communications with all identified essential internal and external organizations, other departments, critical customers, and the public;
- Reliable logistical support, services, and infrastructure systems, including water, electrical power, heating and air conditioning;
- Ability perform essential functions within 12 hours and sustain operations for up to 30 days;
- Consideration for the health, safety, and emotional well-being of relocated employees;
- Appropriate physical security and access controls (e.g., fencing, 24/7 security).
- Appropriately equipped for the necessary computer equipment and software that will be utilized.

Table 2D found below is a list of alternate facilities/locations selected by the departments in the jurisdiction.

Table 2D Departmental Alternate Facility/Locations

Department	Alternate Locations	Address	Point of Contact	Number of Employees
	1.			
	2.			
	1.			
	2.			
	1.			
	2.			
	1.			
	2.			
	1.			
	2.			
	1.			
	2.			
	1.			
	2.			
	1.			
	2.			
	1.			
	2.			

2.3.3 Telecommuting

Telecommuting will allow employees to remain with families during a crisis. It may be highly applicable to a pandemic event when social distancing is required. Telecommuting also reduces reliance on transportation infrastructure and may be particularly effective for disabled employees.

Insert the policy your jurisdiction has adopted on telecommuting during emergency situations.

Table 2E below is an assessment of telecommuting capabilities for departmental essential functions.

Table 2E Department Essential Functions – Telecommuting

Essential Function	Amenable to Telecommuting Y/N	Numbers of Telecommuting Employees Needed	Equipment, Records, Databases Needed	Number of Employees Currently Equipped

2.4. Vital Records, Files, Databases, Systems and Equipment

While each department has a number of important records, files, and databases that should be protected, this COOP will address only the protection of vital records, files and databases that support essential functions. Vital records, files, and databases represent a small fraction of the records most departments retain.

To the greatest extent possible, departments will back-up electronic records, files and databases and position them at alternate facilities/locations. If these items are not available at the alternate facility/location, departments will develop a procedure to access these from the alternate facility/location.

Three types of files are the primary focus of the back-up process: anything used during emergency operations of any kind, legal and financial records, and any records of national significance.

Measures taken to ensure vital records are maintained:

- Replicate department server at an off-site facility/location;
- Scan paper records and files and store on a secure computer;
- Store duplicate records and files in fireproof filing cabinets, vaults, and safes at the primary location;
- Identify specific individuals responsible for maintenance, retrieval, and security of vital records, files, and data bases; and
- Back server up using tape or disk back-up systems.

Table 2F below is an inventory of vital files, records, and databases.

2.6 Interoperable Communications

Interoperable communications at the identified alternate facility will provide the following:

- Capability to adequately support essential functions and COOP operational requirements;
- Ability to communicate with Key COOP staff, Contingency staff, management and other jurisdiction personnel;
- Ability to communicate with other agencies, the public, and emergency personnel;
- Access to data and systems necessary to conduct essential functions; and
- Ability to operate in the alternate facility/location within 12 hours, and for up to 30 days in a situation with and without warning.
- Ability to communicate with existing field infrastructure

Interoperable communications include a wide range of equipment and systems, including; radio, phone, fax, email, internet, intranet, messaging systems, video conference, notification systems such as Emergency Alert System (EAS), and Telephone notification systems.

Table 2H below outlines communications equipment available at the primary and proposed alternate locations

Table 2H Interoperable Communications

Communications Equipment/System	Number at Primary Location	Current Provider at Primary Location	Number Needed at Alternate Location	Number at Alternate Location 1	Number at Alternate Location 2
Landline Phones					
Faxes					
Cellular Phones					
Pagers					
Blackberries					
Videoconferencing					
Network Connect					
Data Lines/Jacks					
Computers					
Printers					
E-mail					
Internet					
Radio, 800MHz					
TDD					
MARCS					

2.7 Initial COOP Contingency Staff and Responsibilities

Each department is unique and the contingency staff and the critical tasks will vary among departments. However, there are a number of basic steps which must be completed by each department as part of the initial COOP activation and implementation process:

- Notify department personnel of COOP activation;
- Notify other departments and jurisdiction leadership of COOP activation;
- Make a reasonable attempt (without endangering human life) to back up, secure, and retrieve vital records, files, and databases from the primary location; and
- Communicate with the public about the status of services provided by the department.

Table 2I lists COOP Contingency Staff and their responsibilities. These responsibilities are not meant to be all inclusive, but outline the basic actions which must be completed by contingency staff to ensure successful COOP activation and implementation.

Table 2I Key COOP Staff and Assigned Responsibilities

Critical Tasks	Contingency Staff Assigned	Alternate Staff Assigned
Notify department employees of COOP activation.		
Notify points of contact at alternate location of impending activation and relocation requirements.		
Notify appropriate internal and external organizations of relocation status.		
Back-up, secure, and retrieve vital records, files, and databases.		
Implement plans & procedures to transfer essential functions, personnel, records and equipment.		
Provide guidance to contingency staff and other department staff.		
Assemble necessary documents & equipment to continue essential functions at alternate location.		
Transport vital records, files, communications, IT framework, & other equipment to alternate site.		
Arrange security for abandoned primary facility and non-moveable equipment and records.		
Obtain cards, codes, keys for entering alternate facility building.		

2.8 Essential Functions Staff and Responsibilities

In addition to completing the critical tasks associated with COOP activation, notification and relocation, each department must simultaneously continue to perform its essential functions.

Table 2J below lists the essential functions identified by the department and assigned staff and alternates responsible for ensuring the continuity of these functions.

Table 2K identifies other departments that could fill roles should devolution become necessary.

Table 2K Devolution

Department	Section	Other Department that Can Fill Role	Addition Training Necessary

Section 3 Concept of Operations

3.1 Phase I – Activation and Relocation (0-12 Hours Following an Incident)

COOP activation for the _____ city, village, township _____ will commence at the direction of _____ (position able to activate COOP) _____ or designee at a request of the individual reporting the incident. As soon as they receive an announcement, all employees will assume their COOP responsibilities outlined previously.

Upon activation of the COOP, the department shall:

1. Utilize the checklist *in Attachment C – Plan Implementation Checklist*
2. Notify COOP Contingency Staff and the rest of the Department’s employees of COOP activation and provide them with basic instructions. Refer to Table 2I, Section 2.7.
3. Notify the point of contact at the alternate facility/location of impending activation and actual relocation requirements. Refer to Table 2D, Section 2.3.1.
4. Arrange security at the alternate facility for vital records at the same level as the primary facility/location to the extent possible.
5. Notify the appropriate internal and external organizations listed in Table 3A below of relocation status.

Table 3A Internal and External Organizations Notification Contact Information

Organization Name	Contact Information

6. Implement plans, procedures and schedules to transfer essential functions, personnel, records, and equipment to alternate facility/locations.
7. Provide guidance to contingency staff and other departmental staff.

8. Assemble necessary documents and equipment required to continue performance of essential operations at alternate facilities/locations, including communications equipment, computer equipment, contact lists, vendor numbers.
9. Order equipment or supplies, if not already in place.
10. Transport vital records and files, supporting communications, IT framework and other necessary equipment to the alternate facilities/locations, if applicable.
11. Arrange security for the abandoned primary facility/location and non-moveable equipment and records, to the extent possible.
12. Provide instructions to personnel not relocating to the COOP site.

A list of 24-hour contact information for Key COOP staff and other departments, key jurisdiction officials, customers, and suppliers will be maintained by each department.

Attachments for reference during COOP:

Attachment D – Employee Contact Information

Attachment E – Vendors/Suppliers Contact Information

Attachment F – Go-Kits

Attachment G – Alternate Facility Information

**3.2 Phase II – Alternate Facility/Location Operations
(12 Hours Following an Incident through Termination)**

1. Provide further guidance to Contingency Staff and other departmental staff.
2. Identify replacements for missing personnel and request augmentation as necessary.
3. Begin full execution of essential functions at alternate facilities/locations.
4. Develop plans and schedules to phase down alternate facility operations and return essential functions, personnel, records, and equipment to the primary facility or to other temporary or permanent facilities when appropriate.
5. Develop a staffing plan and determine responsibilities to implement reconstitutions.

**3.3 Phase III – Reconstitution
(Termination of COOP Operations and Return to Normal Operations)**

1. When notified that the threat or actual emergency no longer exists, inform all staff and provide instructions for resumption of normal operations.
2. Supervise an orderly return to the primary facility, or movement to other temporary or permanent facility using a phased approach if conditions necessitate.
3. Inform the point of contact at the alternate facility and other points of contact that your staff and functions will be leaving the alternate facility, if applicable.
4. Conduct an after action review of COOP operations and effectiveness of plans and procedures as soon as possible; identify areas for correction.
5. Develop an improvement plan utilizing lessons learned from the COOP activation. (Refer to Attachment H for After Action Report Template.)

Section 4

COOP Training, Exercises and COOP Maintenance

4.1 Multi-Year Strategy and Program Management Plan (MYSPMP)

This COOP program includes the development, maintenance, and annual review of organization COOP capabilities using a MYSPMP. The MYSPMP requires activities related to the following:

- (1) Designate and review essential functions and resources,
- (2) Define short and long-term COOP goals and objectives,
- (3) Forecast COOP budgetary requirements,
- (4) Identify COOP program issues, concerns, potential obstacles, and the strategy for addressing these, as appropriate, and
- (5) Establish COOP planning, training, and exercise activities and milestones for these activities.

4.2 Training and Exercises

A COOP Training and Exercise Program includes the following objectives:

- Assessing and validating the COOP plan, policies and procedures.
- Ensuring that staff personnel are familiar with COOP procedures.
- Ensuring that key personnel are sufficiently trained to carry out essential functions during plan implementation.
- When agencies overlap, conducting joint interagency COOP exercises.

This training and exercise program will ensure that staff personnel are aware of their roles and responsibilities in the execution of the COOP plan. Regularly scheduled exercises will discover and document necessary modifications to the plan and will also help personnel gain confidence in their ability to implement the plan.

4.2.1 Training

All staff members will be trained and equipped to perform their emergency duties. COOP training will include:

- Individual and team training to make sure staff members have the knowledge and skills necessary to carry out essential functions.
- Just-in-time training/orientation for relocated personnel as they arrive at the alternate facility.
- Training courses and materials designed to improve knowledge and skills related to carrying out COOP responsibilities.

4.2.2 Exercises

Exercises serve to validate or identify improvements to COOP policies, procedures, systems, and locations. Periodic exercises also help to ensure that equipment and procedures are maintained in a constant state of readiness.

After exercising the plan, departments should complete an After Action Report (AAR) to identify issues found during the exercise and identify recommendations as to how those issues

can be resolved. The COOP plan will then be reviewed and modified to reflect any necessary changes.

See Attachment H for a sample After Action Report Template

Table 4A COOP Training and Exercise Program

Exercise/Training	Frequency
All Employees COOP Orientation	Initial COOP Plan Orientation
COOP Refresher	Annually
Cross Training for Essential Functions	On-going
Tabletop Exercise	Annually
Drill	Annually
Alert and Notification Procedure Test	Quarterly
Functional Exercise	Every 3 years
Orientation for New Staff Members	Within 90 days of hire

4.3 Plan Maintenance

The COOP Plan will be updated and maintained according to an established schedule. Whenever the plan is updated, it will be reissued with the update recorded on the Record of Changes Page.

Plan revisions due to changes in department structure, essential functions or mission will be made promptly. Long-term plan maintenance will be undertaken carefully, planned for in advance and completed according to the schedule.

Table 4B below describes the COOP Plan Maintenance Schedule.

Table 4B COOP Plan Maintenance Schedule

Activity	Tasks	Frequency
Plan Update	<ul style="list-style-type: none"> • Review entire plan for accuracy • Incorporate lessons learned and policy changes • Distribute updated plan 	Annually and as major changes warrant
Maintain orders of succession and delegations of authority	<ul style="list-style-type: none"> • Identify current incumbents • Update rosters and contact information 	Semiannually
Maintain alternate location readiness	<ul style="list-style-type: none"> • Ensure alternate location availability • Review and update supporting MOUs and agreements • Check all systems • Verify accessibility • Cycle supplies and equipment as needed • Plan evacuation route from primary facility 	Semiannually
Monitor and maintain vital records program	<ul style="list-style-type: none"> • Monitor volume of materials • Update or remove files 	Ongoing
Checklists	<ul style="list-style-type: none"> • Update and revise Operational Checklists 	Annually
Contact Information	<ul style="list-style-type: none"> • Confirm and/or update key personnel information • Confirm and/or update key vendor information 	Quarterly

Attachment A Definitions

After Action Report – a narrative report that presents issues found during an incident or exercise, along with recommendations on how those issues can be resolved.

Alternate Facility/Location – an alternate work site that provides the capability to perform minimum essential departmental functions until normal operations can be resumed.

Alternate Facility/Location Point(s) of Contact – the individual(s) responsible for the alternate facility/location during periods of normalcy and who, upon activation of the COOP, may be required to take action to ensure that the alternate facility/location is prepared for occupancy by the Key COOP staff.

Continuity of Operations Plan (COOP) – an internal effort within individual components of a government to ensure that the capability exists to continue essential component functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

COOP Activation – the executive decision to initiate the COOP process.

COOP Implementation – the process and procedures conducted by the Department(s) to ensure the continuance of essential functions.

Catastrophic Event – an emergency event that renders a department’s primary facility/location unusable for a sustained period of up to or exceeding 30 days.

Contingency Staff – the personnel of the Department designated to report to the alternate facility/location during COOP implementation to ensure that the Department is able to perform essential functions.

Critical Customers – organizations or individuals for which the jurisdiction or one of its departments performs mission-essential functions.

Critical Essential Functions – those essential functions that cannot be interrupted or can be only minimally interrupted following an incident.

Critical Time – the amount of time a particular function can be suspended before it adversely affects the Department’s core mission.

Delegated Authority – an official mandate calling on the individual holding a specific position to assume responsibilities and authorities not normally associated with that position when specified conditions are met.

Devolution – the capability to transfer statutory authority and responsibility for essential functions from a department’s primary operating staff and facilities to employees and facilities of other departments within the jurisdiction or from another jurisdiction.

Emergency – a sudden, usually unexpected event that does or could do harm to people, resources, property, or the environment. Emergencies range from localized events that affect a single office in a building, to human, natural, or technological events that damage, or threaten to damage, local operations. An emergency can cause the temporary evacuation of personnel or the permanent displacement of personnel and equipment from the location to a new operating location environment.

Essential Functions – those functions, stated or implied, that jurisdiction departments are required to perform by statute, executive order, or jurisdiction policy and are necessary to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial/economic base in an emergency.

Functional Exercise – a fully simulated interactive exercise performed in real time that tests the capability of an organization to respond to a simulated event without actually moving people and equipment to an actual site.

Interoperable Communications – alternate communications that provide the capability to perform minimum departmental essential functions, in conjunction with other agencies, until normal operations can be resumed.

Key COOP Staff – staff of the jurisdiction necessary for the performance of the jurisdiction’s essential functions.

Long-term Essential Functions – those essential functions that can be interrupted for the first 30 days following an incident, but must be resumed thereafter.

Mitigation – any sustained action taken to reduce or eliminate the long-term risk to life and property from a hazard event.

Memorandum of Understanding and Memorandum of Agreement (MOU/MOA) – a document describing a bilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action, rather than a legal commitment. It is a more formal alternative to a gentlemen’s agreement, but generally lacks the binding power of a contract.

Order of Succession – the order in which and conditions under which the responsibilities and authorities of a public official are passed to another official when the original holder of the responsibilities and authorities is unable or unavailable to exercise them.

Plan Maintenance – steps taken to ensure the COOP is reviewed regularly and updated whenever major changes occur.

Primary Facility/Location – the site of normal, day-to-day operations; the location where the employee usually goes to work.

Reconstitution – the resumption of non-emergency operations at a primary facility/location following emergency operations at an alternate facility/location.

Tabletop Exercise – a round table, open forum type of discussion in which an emergency situation is presented to the participants. A series of questions is offered for consideration by the participants. Individual emergency response plans from communities and industrial operators are used in a discussion on how to best deal with fictional emergency situation.

Termination – actions taken to end operations at an alternate facility/location and prepare for returning to non-emergency operations at a primary facility/location.

Vital Records and Databases – data information, in hard copy or electronic format, necessary to maintain the continuity of operations during an emergency, to recover full operations following an emergency, and to protect the legal rights and interests of citizens and the government.

Attachment B Local Government Departmental Responsibilities
Customize these departments and responsibilities to meet the needs of your jurisdiction

<u>Department</u>	<u>Function Description</u>
Police	Provides primary law enforcement within the jurisdiction
Fire	Provides fire service support within jurisdictions
Water	Maintains safe drinking water for jurisdiction
Engineer	Reviews designs for public works and other projects and reviews site development plans.
Sewer	Maintains city sanitary system and storm run-off, reports to city engineer.
Solid Waste	Treats residential and industrial waste.
Traffic Engineering	Maintains city traffic control systems, signage, and reports to city engineer.
Administrative Services	Supports jurisdiction departments, coordinates joint purchases.
Attorney	Provides legal advice to elected officials, jurisdiction departments and boards.
Clerk	Accounts for jurisdiction purchases and financial management.
Treasurer	Controls jurisdiction monies collected through taxes and fees.
Public Works	Similar duties as street departments.
Public Services	Provides combined services such as streets, sewer, solid waste, and traffic safety.
Mayor	Chief elected official of a city or village.
City Manager	Hired or appointed position in a city that is responsible for management of city operations.
City Council Person	Elected officials of the city, responsible for direction of city government.
Township Trustee	Elected officials of the township, responsible for direction of township government.

Attachment C Plan Implementation Checklist

Item	Task	Task Assigned to	Date and Time Completed
Activation and Relocation			
1	Receive notification of event		
2	If necessary, conduct evacuation		
3	Conduct a headcount of personnel at assembly point		
4	If necessary, contact Emergency Responders (fire, police, EMS)		
5	Ensure that safety measures are put into effect		
6	Shut down utilities to limit further damage		
7	If needed invoke succession of leadership		
8	Initiate personnel notification using Contact List		
9	Activate COOP plan		
10	Hold response meeting at predetermined site		
11	Notify alternate facility POC and ensure the facility is prepared and secured for relocation		
12	Assemble supporting elements required for re-establishing and performing essential functions at alternate facility location: <ul style="list-style-type: none"> • Vital Files, records and databases • Supporting communications • Critical Software • Critical equipment 		
13	Assemble remaining documents required for performance of all other essential functions to be performed at the alternate location		
14	Initiate external communication for applicable external contacts		
15	Prepare designated communications and other equipment for relocation		
	Secure primary facility, including any		

Item	Task	Task Assigned to	Date and Time Completed
16	equipment or vital records left behind		
17	Make computer connectivity and telephone line transfers to designated alternate location		
18	Ensure Go-Kits are complete and ready for transfer		
19	Key personnel begin movement to alternate facility location		
20	Develop detailed status of situation for senior leadership		
21	Notify remaining personnel for movement to alternate facility location		
Alternate Facility Operations			
22	Notify surrounding jurisdictions that operations have shifted to alternate facility location		
23	Organize staff		
24	Develop shift rotations		
25	Determine which essential functions have been affected		
26	Develop status report		
27	Prioritize essential functions for restoration		
28	Track status and restoration efforts of all essential functions		
29	Administrative actions to assemble: <ul style="list-style-type: none"> • Onsite telephone • E-mail and telephone directory • Workforce office plan • Lodging and dining plan as appropriate and needed 		
30	Occupy workspace: <ul style="list-style-type: none"> • Stow gear and equipment • Store and secure vital files, records and databases • Test telephone, fax, e-mail, radio and other communications • Establish communications with outside support contacts 		

Item	Task	Task Assigned to	Date and Time Completed
31	Ensure all critical equipment, critical software and vital files, records and databases are available at alternate facility location		
32	Coordinate procurement of additional equipment as required		
Reconstitution			
33	Resume operations – essential functions		
34	Inventory and salvage useable equipment, materials, records, and supplies from damaged facility		
35	Survey condition of affected facility and determine feasibility of salvaging, restoring or returning to original offices when emergency subsides or is terminated		
36	Develop long-term reconstitution and recovery plans		
37	Track status and restoration efforts of all essential functions		
38	Conduct transition of all functions, personnel and equipment from alternate location back to primary facility		
39	Determine loss of department's inventory for insurance report		
40	Schedule briefing meeting with affected jurisdictions, the public and vendors		
41	Develop and communicate a press release		

Attachment D

Employee Contact List

Employee	Work Phone	Cell Phone	Home Phone	Work Email	Home Email

Attachment E

Vendors/Suppliers Contact Information

Vendor	Contact Name	Contact Number	Services/Materials Supplied

Attachment F Go-Kits

Go-Kits are pre-packaged, up-to-date kits containing equipment, reference materials and personal and logistical support items needed to perform essential functions. Even with a well-equipped alternate location, Go-Kits help transfer critical information and equipment. Go-Kits should contain; operating procedures, emergency plans, operating regulations and other relevant guidance that is not pre-positioned at an alternate location. Items included in the Go-Kits are listed below. This list is an example and is certainly not exhaustive:

- COOP Plan
- Reference materials
- Current contact lists
- Formatted computer diskettes, CD-ROMs and/or flash drives
- Small amount of general office supplies
- Cellular telephone, Blackberry, Nextel, PDA
- Vital records, files and databases

Attachment G Alternate Work Location Information

Facility Name _____ **Address** _____

Contact Name _____ **Telephone** _____

Basic Facility Specifications	
Number of private offices: _____	Number of parking spaces _____
Number of cubicles: _____	Loading dock? ___yes ___no
Number of conference rooms: _____	Handicapped accessible? ___yes ___no

Communications
Number of commercial telephone lines available: _____
Number of secure telephone lines available: _____

Office Equipment Available	
Number of desks: _____	Computers: _____
Number of chairs: _____	Number with internet access: _____
Number of copiers: _____	Office supplies? ___yes ___no
Number of Fax machines _____	TV/VCRs? ___yes ___no
Other: _____	

Utilities	Contact Name	Telephone
Water	_____	_____
Electricity	_____	_____
Natural Gas	_____	_____
Telephone	_____	_____
Cable TV	_____	_____
Security	_____	_____
Maintenance	_____	_____
Other:		
_____	_____	_____
_____	_____	_____
_____	_____	_____

Relocation Support	Name	Telephone
Local Hotel	_____	_____
Local Dining	_____	_____
	_____	_____

Insert Alternate Facility Maps, Directions, Diagrams

Part II – General Comments

What went right? (Provide a general description of actions, procedures, and decisions that contributed positively to the exercise/event.)

What areas need improvement? (Provide a general description of actions, procedures, and decisions that could be improved to enhance the response in a future exercise/event.)

Part III – COOP Functions Tested						
	Results (circle)	Corrective Action Requirements (check to show that a corrective action is required)				
COOP Functions	S – Satisfactory NI – Needs Improvement N/A – Not Applicable	Planning	Training	Personnel	Equipment	Facilities
1. COOP Alert Notification						
Internal Agency Notification	S NI N/A					
Other Agencies/ Authorities Notification	S NI N/A					
Public Notification	S NI N/A					
Other notification procedures	S NI N/A					
2. Alternate Site Operations						
Delegation of Authority	S NI N/A					
Succession of Leadership	S NI N/A					
Accessibility	S NI N/A					
Physical Requirements (space furniture, lights, parking, etc.)	S NI N/A					
Essential Equipment	S NI N/A					
Essential Documents	S NI N/A					
Interoperable Communications	S NI N/A					
Staffing	S NI N/A					
Other alternate site operations requirements	S NI N/A					
Recommendations and Comments						
(Use additional pages as needed)						