# CONTINUITY OF OPERATIONS PLAN TEMPLATE

**Prepared by Remmel Consulting with oversight by the
UASI Regional Catastrophic Planning Team**

**REMMEL** CONSULTING
Innovative Emergency Planning & Guidance

*[Insert Name of Organization]*

# CONTINUITY OF OPERATIONS PLAN

*[Insert logos or other jurisdiction specific information]*

*[Insert Date]*

## HOW TO USE THIS TEMPLATE

This **COOP Plan Template** is designed for use by local jurisdictions to prepare a comprehensive Continuity of Operations (COOP) Plan based on the ten essential elements defined by Cal OES and FEMA.  It is accompanied by a **COOP Planning Handbook,** which offers procedural and operational guidance for the preparation and implementation of a COOP Plan. These tools integrate Continuity of Government (COG) planning components.

| | |
|---|---|
| Do you have an existing COOP/COG plan? | If your jurisdiction has an existing COOP/COG plan that you seek to update, you may wish to reference the Handbook as necessary for instruction on completing any essential elements that may be lacking in the current plan. |
| Are you familiar with COOP/COG planning? | If you or your COOP Planning Team is experienced with COOP planning, you may wish to start directly with this Plan Template, completing it with specific information for your jurisdiction while referencing the Handbook as necessary. |
| Are you NEW to COOP/COG planning? | If you or your jurisdiction are new to the concepts of COOP/COG planning, you may wish to start with the Handbook for detailed instruction on how to begin and complete the planning process. Working through the Handbook, using the worksheets and forms, will result in establishing the necessary content to complete a COOP Plan based on this template. |

The green font in this COOP Plan Template represents either instructional language providing guidance to the author, or a blank space for inserting tailored information customized for the jurisdiction.  While the green font targets material that can or should be edited; any sections, phrases or words in this template can be revised as needed by the jurisdiction.  Please note that the "find and replace" function in MS Word can assist in making global customizations such as inserting the name of your jurisdiction throughout the plan.

COOP planning is a team effort. To develop a successful COOP Plan, you should organize a planning team that includes members from all levels of management and staff from the various divisions of the jurisdiction. Team members should act as coordinators for their respective functions, elements, or divisions. Additional instruction on developing a COOP planning team can be found in the Handbook.

The COOP Planning Handbook provides detailed instruction for a five-phase COOP Planning process. It reflects guidelines provided by US Department of Homeland Security/Federal Emergency Management Agency (FEMA), as well as best practices developed by Cal OES Continuity Planning and others researched for the purpose of preparing this toolkit. The five COOP Planning phases are:

1. Initiate the COOP Planning Process
2. Determine Essential Business Functions
3. Design and Build the Plan
4. Training, Testing & Exercises
5. Maintain the Plan

Following the planning phases and completing the worksheets included in the COOP Planning Handbook will assist in assembling the information necessary to develop the ten essential elements of a COOP Plan. Because every organization has a different mission, your COOP Plan will be unique. Merely filling in blanks on the worksheets is not a substitute for a plan that allows for the continuance of the organization in the event of a disruption.

Additional instructions in utilizing these tools to create your COOP Plan may be found on the Bay Area UASI website (*www.bayareauasi.org*).

For a refresher or additional information on the concepts of continuity planning, IS-546.A Continuity of Operations Awareness Course is readily available from FEMA at: http://www.training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-546.a

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The COOP Planning Handbook provides detailed instructions and forms for the successful completion of tables and content within each section of this plan.

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FOREWORD

An organization's resiliency is directly related to the effectiveness of its ability to perform its essential functions continuously during any type of disruption.

Continuity of Operations (COOP) is a United States federal government initiative, required by U.S. Presidential directive, to ensure that agencies are able to continue performance of essential functions under a broad range of circumstances. Continuity of Government (COG) is an essential function of the emergency management and is vital during an emergency or disaster.  COG is defined as the preservation, maintenance, or reconstitution of the civil government's ability to carry out its constitutional responsibilities. Continuity of Government as a whole should be a result of effective COOP Planning at the agency and departmental level.

National Security Presidential Directive-51 (NSPD-51)/Homeland Security Presidential Directive-20 (HSPD-20), National Continuity Policy, specifies certain requirements for continuity plan development, including the requirement that all Federal executive branch departments and agencies develop an integrated, overlapping continuity capability. Federal Continuity Directive -1 (FCD -1), a directive that applies to all Federal organizations to follow when planning their continuity program, also serves as guidance to State, local, and tribal governments."  [1]

The California Governor, through Executive Order S-04-06, expressed his commitment to ensuring that the Executive Branch agencies and departments are ready to respond and recover from natural and man-made incidents. Based on the Executive Order's reference to "update COOP/COG Plans," the ongoing expectation is that State agencies/departments will continue to maintain their plans. As a result, Cal OES offers guidance and tools to enable executive branch agencies/departments to enhance and maintain continuity plans. [2]

There is no legal requirement for counties or cities to adopt a COOP Plan, but it is a best business practice, and in some cases, if the essential service being provided is a state mandate (social service, health officer, etc. and they receive funding to provide the service) they can be required to provide a plan on how they will maintain continuity of operations.  In some instances, insurance companies may require some form of plan to reduce the liability of law suits/claims in the event of disruption of services. Even without a legal requirement, local jurisdictions across the state and nation are following the federal and state government's lead and developing COOP Plans to increase the capability to deliver essential services during any type of interruption.

In 2014, a regional assessment was conducted with the 14 Bay Area UASI jurisdictions to determine current levels of planning for Continuity of Operations and Continuity of Government (COOP/COG) with the 12 Bay Area counties and the core cities of San Francisco, Oakland and San Jose. The result was consensus and agreement of 10 standard benchmarks. The achievement of these benchmarks will

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[1] https://www.fema.gov/pdf/about/org/ncp/nspd_51.pdf

[2]  http://www.calema.ca.gov/planningandpreparedness/pages/continuity-planning.aspx

create a standard level of community resiliency across the Bay Area. Refer to Appendix A to review the standard benchmarks.

For a refresher or additional information in the introduction to the concepts of continuity planning, IS-546.A Continuity of Operations Awareness Course is readily available from FEMA at: http://www.training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-546.a

CONTINUITY OF OPERATIONS PLAN

APPROVALS

*NOTE: You may replace this page with jurisdiction's approval document or use this as your approval authorization.*

This Continuity of Operations (COOP) plan was prepared by [insert name of jurisdiction] to develop, implement and maintain a viable COOP capability. This COOP complies with applicable internal agency policies, state and local regulations and supports recommendations provided in the Federal Emergency Management Agency's Federal Preparedness Circular 65. This COOP Plan has been distributed internally within the [insert name of jurisdiction] and with external agencies that may be affected by its implementation.

Approved:  _____          Date: _____

[Title]

Approved:  _____          Date: _____

[Title]

Approved:  _____          Date: _____

[Title]

Approved:  _____          Date: _____

[Title]

## I. EXECUTIVE SUMMARY

The [insert name of jurisdiction] has a responsibility to the community to respond to disasters and emergencies within its jurisdiction in order to accomplish the following:

- Save lives
- Protect the public's health, safety, and well-being
- Protect property
- Maintain essential communications
- Provide for business/industrial continuity
- Restore basic public services

This COOP Plan contains the ten essential elements as defined by Cal OES and FEMA.

| | | | |
|---|---|---|---|
| Essential Functions | Orders of Succession | Delegations of Authority | Continuity Facilities |
| Continuity Communications | Human Capital Management | Vital Records | Tests, Training & Exercises |
| Devolution | Reconstitution | | |

Figure 1-1. Ten Essential Elements

Look for corresponding color coded text boxes throughout the plan for definitions and tips for integrating these essential elements.

[Insert name of jurisdiction] is aware of how disasters and emergencies can disrupt, paralyze, or destroy the capabilities to preserve civil government institutions and perform essential governmental and jurisdictional functions effectively. Therefore, [insert name of jurisdiction] has determined that critical departments must develop and maintain a continuity of operations (COOP) plan. COOP Planning is designed to develop and maintain a program that enables [insert name of jurisdiction] to preserve and reconstitute its capability to function effectively if a disaster or emergency disrupts operations of one or more of its departments.

After completing the plan, insert a brief outline summarizing the key ideas presented in each of the sections of the COOP Plan Template and any additional pertinent information specific to your jurisdiction.  This summary may include but should not be limited to:

- Who this COOP will affect and the circumstances under which it should be executed;
- Identify if COOP Plan is an Annex to the Emergency Operating Plan (EOP) or stands alone
- Identify the essential functions of the jurisdiction;
- Explain the jurisdiction's implementation strategies;
- Identify the planned maintenance schedule for updating the COOP;
- Identify opportunities for training and exercising the COOP;
- Indicate where one may find more detailed information on the COOP if necessary

The Executive Summary should allow readers, such as executive and policy leadership to rapidly become acquainted with the COOP Plan content without having to read the entire plan.

## II.PURPOSE

[Insert name of jurisdiction] has operations that must be performed, or rapidly and efficiently resumed, in an emergency.  While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency on [Insert name of jurisdiction's] people, facilities and mission. To that end, [Insert name of jurisdiction] has prepared a Continuity of Operations (COOP) plan.

This COOP Plan establishes policy and guidance to ensure the execution of essential functions for [Insert name of jurisdiction] in the event that an emergency at the organization or in its service area threatens or incapacitates operations, and/or requires the relocation of selected personnel and functions.

COOP Planning is a critical business practice and is part of the fundamental mission of [insert name of jurisdiction]. This plan is based on State/Federal guidance and contains the same ten essential elements used to establish a COOP highlighted in call out boxes throughout the plan.

> *Continuity of Government (COG) is an essential function of emergency management, and is vital during an emergency/disaster situation. COG is defined as the preservation, maintenance or reconstitution of the civil government's ability to carry out its constitutional responsibilities. COG planning is embedded within the COOP Plan in the "Human Capital", "Lines of Succession" and "Delegation of Authority" elements.*

Figure 2-1. Continuity of Government Definition

# CONTINUITY OF OPERATIONS PLAN

Insert the appropriate position of the COOP plan to your jurisdiction as suggested below:
This plan is an annex to the [insert name of jurisdiction] Emergency Operations Plan located in [x] under the authority of [x] OR This plan stands alone within the authority of [insert name of jurisdiction].

Continuity of Operations and Continuity of Government planning ensures the continuation of essential functions through a wide range of emergencies and disasters. Continuity of Government (COG) is embedded into this COOP Plan ensuring that [insert name of jurisdiction] maintains the authority to initiate and implement both emergency and administrative powers during an emergency event when the COOP Plan is activated.  The COG components are the essential elements of Human Capital, Lines of Succession, and Delegation of Authority.

Each key position, whether elected or appointed has predefined lines of succession clearly delineated along with the necessary delegations of authorities for each specified function to be carried out in each situation. Orders of succession are identified for each key position allowing for a predefined transition of leadership when incumbents are unavailable during a COOP event.

*Note:*  A COG plan may be written as a stand-alone document. If that is the case for your jurisdiction, revise this section accordingly to account for that and make reference to *any essential elements that are not included here because they are included in the COG plan.*

This COOP Plan provides the framework, within [Insert name of jurisdiction] governance, leadership and management structure, necessary to support and guide key departments with continuity operations. Each key department has an annex to this plan that contains COOP protocols specific to its area of responsibility. These key departments within the [insert name of jurisdiction] are/or may be found [insert key departments or list where they may be found].

## III. HAZARD AND RISK ANALYSIS

**Hazard and Risk Analysis/Site Vulnerability**

- The [County or City] of [insert name of jurisdiction] is located.
- According to the 2010 U.S. Census, the population of [insert name of jurisdiction] is [#].
- The 2010 U.S. Census lists the land area as [#] square miles, which means there are [#] residents per square mile in [insert name of jurisdiction].
- [Insert name of jurisdiction] is the [#] largest [insert County or City] in the United States, and the [#] largest [insert County or City] in California.
- The [insert name of jurisdiction] is located [insert details on proximity to earthquake faults]. The [insert County or City] is susceptible to a variety of other natural and human-caused incidents, including flooding, severe storms, fire, medical pandemic and terrorism and [insert additional threats specific to your jurisdictions such as tsunami, mud slides, etc.].
- From 2001 to present, the [insert County or City] of [insert name of jurisdiction] has had numerous disaster declarations. Those included [insert samples such as severe storms, flooding, debris flows, mudslides, wildfires, severe freeze, and flooding.]
- [Provide a particular incident that caused significant outages in the [insert County or City] in recent years, such as seismic, structural, hazardous materials, etc.]
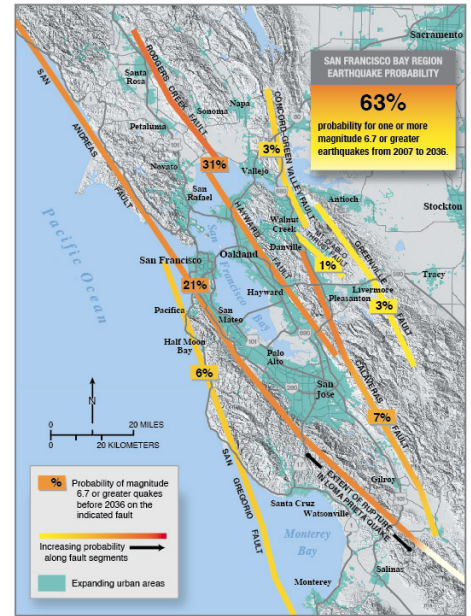


Figure 2-2. San Francisco Earthquake Probability Map

| Risk Overview | Risk Level | Vulnerability | Description or Comment |
|---|---|---|---|
| *Earthquake* | *High* | *High* | *USGS predicts 63% probability of 6.7 or greater in the next 30 years (2008 study)* |
| *H5N1 Bird Flu* | *Medium* | *Medium* | *Work with airports immediately to identify flights from all impacted areas, even indirect flights* |
| *Flash Flood* | *Low* | *Low* | *Dependent on amount of rainfall* |
| | | | |
| | | | |

*[Use Function Risk and Vulnerability Assessment from Form AA in COOP Handbook, page 70\*]*
Table 2-1. Risk and Vulnerability Assessment

\* This is an example of the full worksheet that is located in the Handbook. These worksheets help to provide the supporting data to create the final plan.

| Natural Hazards | Technological Hazards | Human-Caused Hazards |
|---|---|---|
| Flood<br>Fire<br>Earthquake<br>Severe Weather<br>Public Health Emergencies,<br>    e.g. Pandemic Flu | Material Spill<br>Airplane Crash<br>Power Outage<br>IT Technology Failure<br>Supply-Chain Failure<br>Communication Outage | Terrorism<br>Labor Strike<br>Sabotage<br>Contractor Dispute<br>Regulatory Action<br>Civil Disobedience<br>Cyber Threats |

*[Select those that apply to your jurisdiction and add any additional threats]*
Table 2-2. Hazards

**Policy**

It is the policy of [insert name of jurisdiction] to respond quickly at all levels in the event of an emergency or threat in order to continue critical internal operations and to provide support to the residents of [insert name of jurisdiction] and surrounding areas, emergency management and response agencies, human capital (staff) and other agencies or services that may be affected by the emergency.

A viable COOP capability identifies critical functions and consists of plans and procedures, alternate facilities, interoperable communications and data support systems, reinforced by comprehensive training, orientation, and exercise programs.  COOP capabilities must be maintained at a high level of readiness, capable of being activated both with and without warning, ready to achieve operational status no later than 12 hours after activation, and able to maintain sustained operations for up to 30 days or until termination.

**Objectives**

The objectives of this COOP Plan are as follows [but can be modified as appropriate to better suit your jurisdiction's needs]:
- Ensure the safety of [insert name of jurisdiction] employees;
- Maintain command, control and direction during emergencies;
- Reduce disruptions to operations;
- Protect critical facilities, equipment, records, and other assets;
- Maintain internal and external essential communications;
- Assess and minimize damages and losses;
- Provide organizational and operational stability;
- Facilitate decision-making during an emergency;
- Achieve an orderly recovery from emergency operations;
- Assist affected employees and their families;
- Provide for the line of succession to critical management and technical positions;
- Provide resources and capabilities to develop plans for restoring or reconstituting regular activities, depending upon the scope, severity, and nature of the incident; and

- Fulfill the organization's responsibilities in local, regional and state emergency operations plans and agreements.

**Assumptions**

The assumptions of this COOP Plan are as follows [but can be modified as appropriate to better suit your jurisdiction's needs]:

- The [insert name of jurisdiction] will continue to be vulnerable to the identified hazards and risks as well as others that may develop in the future.
- Leadership and employees will continue to recognize their responsibilities to public safety and exercise their authority to implement this COOP Plan in a timely manner when confronted with disasters.
- In the event of disaster, the [insert name of jurisdiction] may need to rely on services of adjacent jurisdictions, state and federal agencies, and the private sector, non-governmental organizations (NGOs) and use of volunteers in the recovery process. Thus, this COOP Plan can serve as a basis for future development of a multi-jurisdictional or multi-organizational plan that could incorporate mutual aid agreements, continuity locations, and interdepartmental communications plans to ensure a coordinated response to a disaster.
- [While an annex of the EOP, (if appropriate for your jurisdiction)], this COOP Plan may be implemented independently of the Emergency Operations Plan (EOP) and under different situations. The COOP Plan will be activated to the level necessary to address the threat or disruption of normal services.
- If properly implemented, this COOP Plan will reduce or prevent disaster-related losses.
- This COOP Plan is a part of a broader emergency planning structure for [insert name of jurisdiction]. The emergency management structure will also apply to this COOP Plan, including the following:

  - Appointing authority
  - Vision and mission statement, goals, objectives, and milestones
  - Management policies and procedures
  - Applicable legislation, regulations, and industry codes of practice
  - Program budget, procurement procedures and management schedules

## IV. ESSENTIAL FUNCTIONS

> **Essential Functions** are those functions that enable an organization to:
> 1. Maintain the **Safety** of the General Public
> 2. Provide vital services
> 3. Those required by Law
> 4. Sustain the industrial and economic base

Identifying *Essential Functions* requires a thorough understanding of all the organization's operations. Although many functions are important, not every activity is an Essential Function.

When confronting events that disrupt normal operations, [insert name of jurisdiction] is committed to ensuring that essential functions will be continued even under the most challenging emergency circumstances. The [insert name of jurisdiction] has identified as critical only those priority business functions that are required by statute, regulation or executive order, or are otherwise necessary to provide vital services, exercise civil authority, maintain the safety and well being of the general populace, or to sustain critical support to the staff of [insert name of jurisdiction] department

Figure 3-1. Essential Functions Definition

During activation of this COOP Plan, all other activities may be suspended to enable the organization to concentrate on providing the essential functions and building the internal capabilities necessary to increase and eventually restore full operations. Appropriate communications with regular or expected users of suspended services shall be a priority.

Essential functions and their supporting critical processes and services, support personnel, and resources shall be reviewed and updated on a regular basis such as monthly or quarterly or at minimum, on an annual basis if there are no major programmatic or customer-based changes within the organization.

The identification and prioritization of essential functions is a prerequisite because it establishes the parameters that drive all continuity planning and preparedness efforts. The [insert name of jurisdiction] essential functions are the foundation for continuity programs at all levels of government. Specifically, they represent the overarching responsibilities of city government to lead and sustain vital operations and services during a crisis. Therefore, the uninterrupted continuation of the essential functions shall be the primary focus of government leadership during and in the aftermath of an emergency that adversely affects the performance of government functions.

There are [#] essential functions, vetted by the [insert name of jurisdiction] in 20xx, that must be continued under all circumstances to enable the [insert name of jurisdiction] to carry out its critical government functions and services. The essential functions are categories of functions performed by one or more agencies; they are not new authorities, requirements or functions. They are the

critical [insert county or city] functions that save lives; protect the safety and security of the public; and protect property, critical infrastructure and the environment.

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***Essential Functions are prioritized according to:***
1. The time criticality of each essential function.
2. The recovery sequence of essential functions and their vital processes.

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Figure 3-2. Essential Function Prioritization

| Essential Functions | Recovery Time Objective (RTO) | Priority |
|---|---|---|
| *Example: Payroll* | *72 hours* | *1* |
| *Example: Maintain law and order* | *0-12 hours* | *1* |
| *Example: Perform health inspections* | *0-12 hours* | *1* |
| *Example: Issue drivers licenses* | *30 days* | *3* |
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*[Use Priority of Essential Functions from Form B in COOP Handbook, page 72]*
Table 3-1. Priority of Essential Functions

Below is the prioritization scheme defining the essential function priorities as noted in Table 3-2:

| Function Criticality | Must Reach Operations Status Within: |
|---|---|
| Priority 1 | 12 hours after COOP Activation |
| Priority 2 | 48 hours after COOP Activation |
| Priority 3 | 1 week following COOP Activation |
| Priority 4 | 2 weeks following COOP Activation |
| Priority 5 | 30 days following COOP Activation |

Table 3-2. Prioritization Scheme for Essential Functions

Some departments may have no Priority 1 level essential functions while another's essential functions may all be Priority 1.


## V. CONCEPT OF OPERATIONS (CONOPS)

To implement this COOP Plan, the [insert name of jurisdiction] has developed a Concept of Operations (CONOPS), which describes its approach to implementation, and how this COOP Plan element shall be addressed.  In particular, this CONOPS focuses on establishing emergency decision-making authority and defining a decision process for determining appropriate actions in implementing COOP Plans and procedures.  This CONOPS also identifies the different classes of threat or hazard for which the plan is devised.  Finally, the CONOPS identifies how the agency shall address issues associated with notification and alert, and command and control.

**Threat Scenarios**

This COOP Plan has been developed taking into account three separate "classes" of threats that may result in COOP activation. For each class, activities have been identified to ensure the activation of this COOP Plan and the continuous capability of the [insert name of jurisdiction] to make decisions and take action.

The following three threat scenarios have been identified by the [insert name of jurisdiction] as the most likely to trigger COOP Plan activation:

CLASS 1: SINGLE BUILDING/ORGANIZATION
In this scenario, a portion or all of the organization's operations are disrupted at one location, with limited displacement of operations to alternate facilities. There is limited impact on interdependencies between the organization and other operations including customers, vendors and suppliers, and the event is most likely of a short to medium-term duration.  The most likely causes of a Class 1 disruption are:
▪ Fire
▪ System/mechanical failure
▪ Loss of utilities such as electricity, telephone, or water
▪ Explosion

CLASS 2: CATASTROPHIC EVENT

This scenario assumes that an incident affects a larger geographic region. This scenario also assumes the disruption of operations to a number of agencies, leading to a massive and widespread displacement of the workforce and a disruption to multiple interdependencies between and among agencies, as well as those with customers and critical suppliers. Disruption of normal business operations is assumed to be for an extended period of time. The most likely causes of a Class 2 disruption are:

- Earthquake
- Fire
- Flood/Major Winter Storm

CLASS 3: PANDEMIC

This scenario assumes that there is a pandemic-related disruption of the workforce that is indiscriminate as far as impact, and that infrastructure is affected only to the extent that a severely depleted workforce is unable to provide maintenance and operation of necessary systems.

**COOP Activation**

The following individuals may activate this COOP Plan (may list as many as identified necessary).

| AUTHORIZED SENIOR OFFICIAL | AUTHORIZED OFFICIAL DESIGNEE |
|---|---|
| [Name] | [Name] |
| [Title] | [Title] |
| [Office phone] | [Office phone] |
| [Cell phone] | [Cell phone] |
| [Email] | [Email] |

**COOP Response Team**

In the event of activation or partial activation of this COOP Plan, the [insert name of jurisdiction] Response Team has been identified and organized according to federal NIMS/ICS guidelines (see Form A**, COOP Response Team**, in the COOP Handbook).  To staff the COOP team, the [insert name of jurisdiction] has identified key positions to provide management and technical expertise necessary to establish critical functions within 12 hours after the emergency event, and these are identified in Form C, **Personnel Contact List** located in the COOP Handbook.

# CONTINUITY OF OPERATIONS PLAN

| Authority to Implement COOP | | | | |
|---|---|---|---|---|
| Key Executive | Title/Position | Office Phone # | Alternate Phone | Email |
| | | | | |

| | Team Members | Team Responsibilities |
|---|---|---|
| Command | *Example: Ted Cahill, Chief Counsel* | *Example: Determine objectives and establish priorities based on nature of the incident* |
| | | |
| Planning | *Example: Pam Jones, Planning* | *Example: Develop IAPs* |
| | | |
| Operations | *Example: Kay Smith, Operations Chief* | *Example: Directs all resources* |
| | | |
| Logistics | *Example: John Brown, Facility Support* | *Example: Assembles necessary documentation and records* |
| | | |
| Finance/ Administration | *Example: Beth Robinson, HR* | *Example: Monitors costs* |

*[Use COOP RESPONSE TEAM from Form A in COOP Handbook, page 71]*
Table 4-1. COOP Response Team

**Operational Phases**

When confronting events that disrupt the normal operations of the organization, [insert name of jurisdiction] shall implement this COOP Plan utilizing the following time-phased approach:

| Phase | Time Frame | Action |
|---|---|---|
| Phase 1 – Readiness & Preparedness | Prior to Incident | ☐ Organizational and Staff Preparedness |
| Phase 2 - Activation and Relocation | 0-12 hours | ☐ Notify alternate facility manager of impending activation and relocation requirements.<br>☐ Notify affected local, regional and state agencies.<br>☐ Notify Public of Plans underway to provide critical/essential services, including proposed services, locations and schedule and ways to stay informed. Include status of services that are unavailable.<br>☐ Activate plans to transfer to alternate facility.<br>☐ Instruct advance team to ready alternate facility.<br>☐ Notify organization employees and contractors regarding activation of COOP Plan and their status.<br>☐ Assemble documents and equipment required for critical functions at alternate facility.<br>☐ Order needed equipment/supplies.<br>☐ Transport documents, equipment and designated communications.<br>☐ Secure original facility.<br>☐ Continue critical functions at regular facility, if available, until alternate facility is ready.<br>☐ Advise alternate facility on status.<br>☐ Activate advance, operations, and support teams, as necessary. |
| Phase 3 – Continuity Operations | 12 Hours - Termination of Emergency | ☐ Provide guidance to contingency team personnel and information to the public.<br>☐ Identify replacements for missing personnel (delegation of authority and orders of succession).<br>☐ Commence full execution of operations supporting critical functions at the |

| | | alternate facility. |
|---|---|---|
| Phase 4 - Reconstitution | Termination of Emergency | ☐ Inform all personnel that the threat no longer exists.<br>☐ Supervise return to normal operating facility.<br>☐ Conduct a review of COOP Plan execution and effectiveness. Update COOP Plan to correct deficiencies and/or incorporate best practices. |

Table 4-2. Time-Phased Approach

**Phase 1: Readiness & Preparedness**

Readiness is the ability of [insert name of jurisdiction] to respond to a continuity event. [Insert name of jurisdiction] will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment. Readiness activities are divided into two key areas:

- **Organization** readiness and preparedness
- **Staff** readiness and preparedness

ORGANIZATION READINESS AND PREPAREDNESS

The [insert name of jurisdiction] preparedness incorporates hazard/threat warning systems, which includes [list threat and warning systems here]. The organization ensures that HR practices include the identification and tracking of Continuity Personnel Positions with the [insert name of jurisdiction] to ensure vacancies are identified, notifications to temporary COOP successors are made, and position training is up to date. When new hires are complete for Continuity Personnel Positions, that COOP Plan training is completed and the Plan is updated.

STAFF READINESS AND PREPAREDNESS

[Insert name of jurisdiction] personnel will prepare for a continuity event and plan in advance for what to do in an emergency. Personnel will also develop a Family Support Plan to increase personal and family preparedness. The www.ready.gov website provides guidance for developing a Family Support Plan and includes a "Get Ready Now" pamphlet that explains the importance of planning and provides a template that can be tailored to meet family-specific requirements. More detailed information relating to individual and family preparedness planning can be found under Human Capital Management (page 34).

[Insert name of jurisdiction] continuity personnel will create and maintain Go-Kits. Continuity personnel are responsible for carrying the kits to the continuity facility or pre-positioning the kits at the continuity facility. A typical Go-Kit should contain those items listed in the table below. [Insert name of jurisdiction] will implement the following procedures to maintain currency of the Go-Kits: [Insert procedures here, such as having continuity personnel bring kits on annual exercises, distributing materials updated quarterly or establishing an acquisition program to regularly replace organization-supplied emergency items].

## CONTINUITY OF OPERATIONS PLAN

The following table lists suggested items for continuity Go-Kit contents.

| SAMPLE: Go-Kit |
|---|
| **Identification and charge cards**     **Business and personal contact numbers** |

**Identification and charge cards**
- ☐ *Organization identification card*
- ☐ *Drivers license*
- ☐ *Organization travel card*

- ☐ *Health insurance card*
- ☐ *Personal charge card*

**Communication equipment**
- ☐ *Pager/Blackberry*
- ☐ *Organization cell phone*
- ☐ *Personal cell phone*

**Hand-Carried Essential Records**

**Continuity Plan**

**Directions to continuity facility**

**Maps of surrounding area**

**Business and leisure clothing**

**Flashlight**

**Equipment to ensure accessibility**

**Business and personal contact numbers**
- ☐ *Emergency phone numbers and addresses (relatives, medical doctor, pharmacist)*

**Toiletries**

**Bottled water and non-perishable food (i.e. granola, dried fruit, etc.)**

**Medical needs**
- ☐ Insurance information
- ☐ List of allergies/blood type
- ☐ Hearing aids and extra batteries

- ☐ Glasses an contact lenses
- ☐ Extra pair of eyeglasses/contact lenses
- ☐ Prescription drugs (30-day supply)
- ☐ Over-the-counter medications, dietary supplements

**GETS (Government Emergency Telecommunications Service) Card**

**Chargers/extra batteries for phone, GPS and laptop**

**Family Emergency Communication Plan**

**Emergency Transportation Pass**

[Insert additional recommended items]

Table 4-3. Go-Kit Contents

**Phase 2: Activation & Relocation**

ALERT & NOTIFICATION PROCEDURES

[Insert name of jurisdiction] has established specific procedures to alert and notify senior management staff, and members of the advance team, operations team, support teams and contingency teams that COOP activation is imminent. [Briefly describe procedures that have been identified in **Activation, Relocation and/or Devolution Process** in COOP Handbook]

The organization has identified specific actions to be taken to terminate primary operations and activate this COOP team, communication links, and the continuity facility. [Briefly describe procedures that have been identified in **Activation, Relocation and/or Devolution Process** in COOP Handbook]

This COOP Plan is implemented based on known or anticipated threats and emergencies that may occur with or without warning.

## CONTINUITY OF OPERATIONS PLAN

Warning: There are some threats to normal operations that may afford advance warning that will permit the orderly alert, notification, evacuation, and if necessary, the relocation of staff and operations. Situations that might provide such warning include a transportation accident resulting in a release of hazardous materials (HAZMAT), threat of a terrorist incident or civil disturbance, flood, distance source tsunami, winter storm or wildfires.

No warning during non-operating hours: Incidents may not be preceded by warnings (e.g. earthquakes, arson, terrorist incident or HAZMAT incidents) or may occur while a majority of personnel are at home (weekends and evenings).  In these circumstances, personnel and pre-identified members will still be able to respond to instructions, including the requirement to relocate following proper notification.

No warning during office hours:  Incidents may occur without warning during normal office hours.  If indicated by the circumstances of the event, the COOP will be implemented by expeditiously moving staff, volunteers and others out of the building to alternative operating locations.

Continuity Plan activation is a scenario-driven process that allows flexible and scalable responses to the full spectrum of all-hazards/threats that could disrupt operations with or without warning and during work or non-work hours.  Continuity Plan activation will not be required for all emergencies or disruptions, since other actions may be more appropriate.

The decision to activate the [insert name of jurisdiction] COOP Plan and related actions will be tailored to available situational awareness and based on projected or actual impact and whether or not there is warning. To support the decision-making process regarding plan activation, key organization personnel may use the decision matrix below to support that process. Utilization of the decision matrix will determine activation and implementation of the COOP Plan.

| Decision Matrix for Continuity Plan Implementation | | |
|---|---|---|
| | **Work Hours** | **Non-Work Hours** |
| Event With Warning | Is the threat aimed at the facility or surrounding area?<br><br>Is the threat aimed at organization personnel?<br><br>Are the employees unsafe remaining in the facility and/or area?<br><br>Are warning/notifications systems in working order, which systems are appropriate for the event?<br><br>Have Emergency Services (First Responder agencies) been notified of your situation/planned actions/needs?<br><br>Are employee evacuation and accountability systems in place?<br><br>Plan for public messaging and management of social media?<br><br>Plan for notification of employee families on wellbeing of employees?<br><br>[Insert additional points here] | Is the threat aimed at the facility or surrounding area?<br><br>Is the threat aimed at organization personnel?<br><br>Who should be notified of the threat?<br><br>Is it safe for employees to return to work the next day?<br><br>[Insert additional points here] |
| Event Without Warning | Is the facility affected?<br><br>Are personnel affected? Have personnel safely evacuated or are they sheltering-in-place?<br><br>What are instructions from first responders?<br><br>How soon must the organization be operational?<br><br>Notification of Emergency Services (First Responder agencies) with status of your situation, actions and needs, by location - stressing lifesaving needs first been made?<br><br>Implementation of Personnel Accountability system?<br><br>Media messaging plan including management of social media - situation report, initial report of damage and disruption of services made? | Is the facility affected?<br><br>What are instructions from first responders?<br><br>How soon must the organization be operational?<br>[Insert additional points here] |

| | | |
|---|---|---|
| | Evaluate organization operational status plan and determine what services can be provided, how and from where? Make notifications to key personnel to initiate the implementation of the appropriate level of COOP within the 12- hour timeline? [insert additional points here] | |

Table 4-4. Decision Matrix for Continuity Plan Implementation

As the decision authority, the [insert name of authorized official or designee/delegation of authority] will be kept informed of the threat environment using all available means.  Activation will be determined by evaluating the information in the above matrix as well as all available information relating to:

1. Direction and guidance from higher authorities
2. The health and safety of personnel
3. The ability to execute essential functions
4. Changes in threat advisories
5. Intelligence reports
6. The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment
7. The expected duration of the emergency situation
8. [Insert other considerations here]

CONTINUITY FACILITIES

Once this Plan is activated and personnel are notified, the [insert name of jurisdiction] will relocate continuity personnel and vital records to the designated continuity facilities (see below). The continuity personnel will deploy/relocate in order to perform the essential functions and other continuity-related tasks. Consideration should also be given to "telework and internet" capabilities by key continuity personnel.  The facility to which they should communicate to should be identified.  A map and directions to the alternate facility can be found [insert where map is in plan]. This is a confidential document.

There are several types of alternative work sites and all have different capacity levels:
- ✓ Hot Site
- ✓ Warm Site
- ✓ Cold

*Continuity Facilities identifies Locations where leadership and staff may operate during a continuity event*
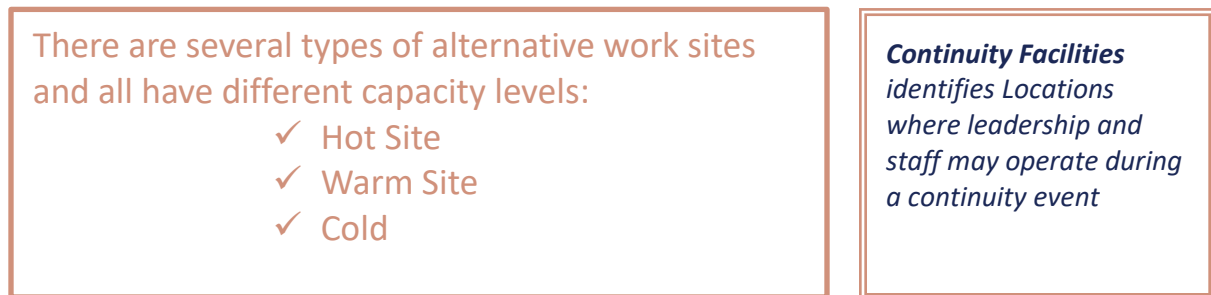
Figure 4-1. Continuity Facilities

Part of planning for continuity of operations is deciding on the where to base your system recovery efforts. Depending on the criticality of your mission you may want to establish a back-up location to operate from in the event that disaster happens. Backup sites are often referred to as either a hot, warm, or cold site.

- **Hot site:** A site ready to be operational within a short period of time. Hot sites need to be tested frequently to ensure the switchover runs smoothly and quickly. Very expensive but offers the greatest insurance of continuing operations.

- **Warm site:** Similar to a hot site but without all the duplicate servers or computers that would be needed to facilitate an immediate switchover. Normally this is a facility that offers network connectivity but requires the original equipment or duplicate equipment to be brought to it. This is the most widely used form but is hard to test and may not be immediately available following a disaster.

- **Cold site:** An empty facility with some basic features such as wiring and some environmental protection, but no equipment. This is the least expensive option but offers the least advantage when disaster strikes.

| Site Comparisons | | | | | |
|---|---|---|---|---|---|
| *Site* | *Cost* | *Hardware Equipment* | *Telecommunications* | *Setup Time* | *Location* |
| **Cold Site** | **Low** | **None** | **None** | **Long** | **Fixed** |
| **Warm Site** | **Medium** | **Partial** | **Partial/Full** | **Medium** | **Fixed** |
| **Hot Site** | **Med/High** | **Full** | **Full** | **Short** | **Fixed** |
| **Mobile Site** | **High** | **Dependent** | **Dependent** | **Dependent** | **Not Fixed** |
| **Mirrored Site** | **High** | **Full** | **Full** | **None** | **Fixed** |

Table 4-5. Continuity Facilities Site Comparison

| Alternate Location | Type of Arrangement | Unmet Space Needs Identified |
|---|---|---|
|  |  |  |
|  |  |  |
|  |  |  |

*[Use Organization Continuity Facilities from Form F2 in COOP Handbook, page 76]*
Table 4-6. Organization Continuity Facilities

## CONTINUITY OF OPERATIONS PLAN

[Insert name of jurisdiction] has identified primary and alternate locations other than their normal [name/address of location] facility to carry out essential functions in a COOP situation. They are as follows:

| PRIMARY LOCATION | |
|---|---|
| *Location name* | |
| *Address* | |
| *Type of Site (Hot, Warm, Cold)* | |
| *Contact person* | |
| *Phone* | |
| ALTERNATE LOCATION | |
| *Location name* | |
| *Address* | |
| *Type of Site (Hot, Warm, Cold)* | |
| *Contact person* | |
| *Phone* | |

**Phase 3: Continuity Operations**

Upon activation of this Continuity Plan, the [insert name of jurisdiction] will continue to operate at its primary operating facility until ordered to cease operations by the [insert authority] using [insert method of notification here with specific methods such as phone tree, web page check-in, etc.]. At that time, essential functions will transfer to the alternate facility. [Insert name of jurisdiction] must ensure that the continuity plan can be operational within 12 hours of plan activation.

The advance team will be first to arrive at the continuity facility to prepare the site for the arrival of the continuity personnel. Upon arrival at the continuity facility, the advance team has the following roles and responsibilities:

- Ensure infrastructure systems, such as power and heating, ventilating, and air conditioning, sanitation, communications and data systems are functional
- Prepare check-in duty stations for continuity personnel arrival
- Address telephone inquiries from staff
- Set up work stations as needed based on status of the alternate facility
- Ready supplies and equipment for distribution to continuity personnel
- Initiate Duty Log after check-in and reporting to workspace
- Initiate Duty Log
- Participate in briefings, brief subordinates and maintain accountability at all times
- [Insert additional tasks here]

As continuity personnel [personnel with critical skills needed to deliver essential services] arrive, they will

- Report in for check-in and processing
- Receive all applicable instructions and equipment
- Report to their respective workspace
- Monitor personnel and resources
- Continue essential functions
- Notify family members, next of kin and emergency contacts of preferred contact methods and information
- [Insert additional tasks here]

A requirement of continuity personnel is to account for all personnel, using the following process:

- [Insert process here, such as using call down telephone trees, (800) number, alert and notification system, website, etc. Include what office/title is responsible and how they will communicate with personnel who are unaccounted for.]

**Phase 4: Reconstitution**

The agency will develop general guidelines and policies for ending alternate operations and returning to a non-emergency status at the designated primary facility. [*Briefly describe procedure from Reconstitution section in COOP Handbook, page 40*]

The agency will establish specific actions to ensure a timely and efficient transition of communications, vital records and databases to the primary facility.

The agency will develop a task force to assess all phases and elements of the alternate operations and provide specific solutions to correct any areas of concern.

**Delegations of Authority and Orders of Succession**

*"What positions in your areas of responsibility are so important that if they suddenly became vacant, your part of the organization would face major problems in achieving your essential functions?"*

*Orders of Succession* Provide for the orderly and pre-defined assumption of senior organization offices in the event that any officials are unavailable to execute their legal duties

In the event that executive leadership, senior management or senior technical personnel are unavailable during an emergency, [insert name of jurisdiction] has developed a set of procedures to govern both orders of succession and delegations of authority.

These sets of procedures ensure that there is adequate coverage when individuals are rendered unable to perform their duties and provides measures that allow replacements to be readily made to fill vacancies, thereby fulfilling the requirements of Continuity of Government [COG] provisions.

Figure 4-3. Orders of Succession Definition

| Key Executive | 1st Successor | 2nd Successor | 3rd Successor |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*[Use Delegation of Authority from Form D and Orders of Succession from Form E in COOP Handbook to complete tables 4-6 and 4-7, pages 74-75]*

Table 4-7. Orders of Succession

*Delegations of authority* specify who is authorized to make decisions or act on behalf of the jurisdiction. Delegations of authority are used for specific purposes during COOP emergencies, including:
- *Approving emergency policy changes;*
- *Approving changes in Standard Operating Procedures (SOPs);*
- *Empowering staff identified in orders of succession to act on behalf of the County/City department head;*
- *Making personnel management decisions;*
- *Approving commitment of resources, and*
- *Signing contracts.*

Figure 4-4. Delegations of Authority definition

Two categories of authority to address:
- *Emergency authority* is the ability to make decisions related to an emergency
- *Administrative authority* is the ability to make decisions that have effects beyond the duration of the emergency

| Emergency Authority | Administrative Authority |
|---|---|
| **Name** [insert name] | **Name** [insert name] |
| **Title** [insert title] | **Title** [insert title] |
| **Telephone number** [insert number] | **Telephone number** [insert number] |

Table 4-8. Emergency and Administrative Authority

The following tasks are included within these delegations of authority:

- [Identify task]
- [Identify task]
- [Identify task]

These delegations of authority may have limitations or restrictions of power during COOP activation:

- [Identify any task to be limited]

| Authority | Position | Considerations | Limits |
|-----------|----------|----------------|--------|
|           |          |                |        |
|           |          |                |        |
|           |          |                |        |

Table 4-9. Delegations of Authority

**Continuity Communications**

Continuity communications refers to the ability for personnel to communicate internally and externally during an emergency. The table below is intended to be a living inventory of communication providers in the event Continuity of Communications is necessary. The information should be reviewed and updated at such time a provider is updated.

*Continuity Communications*
- *Must support the execution of essential functions*
- *Provide capability to communicate within the organization*
- *Provide connectivity to outside agencies and customers;*
- *Ensure access to data, systems, and services needed for critical functions*

Figure 4-5. Continuity Communications

| Comm Mode | Current Provider | Alt Provider | Alt Mode #1 | Alt Mode #2 |
|-----------|------------------|--------------|-------------|-------------|
| Voice Line |  |  |  |  |
| Cell Phones |  |  |  |  |
| Radio Comm |  |  |  |  |

Table 4-10. Continuity Communications

# CONTINUITY OF OPERATIONS PLAN

[Insert name of jurisdiction] employees identified as COOP/COG continuity personnel should provide and maintain numerous methods of communications in a priority matrix for receiving notifications (i.e. email, voice, text, landline, etc.). Refer to Continuity Communications Form I in COOP Handbook.

| **External methods** to communicate with other emergency response units, the media, and other agencies/organizations during emergencies: |
| --- |
| Commercial phone; landline phone (voice/fax) system |
| E-mail |
| Public website |
| Cell phone |
| Two-way radio |
| Satellite phone |
| Video teleconferencing |
| County Alert Notification Systems |

[Insert name of jurisdiction] should provide key personnel with access to GETS (government emergency telecommunications system) and should provide an emergency call-in line to ensure ability to communicate with employees.

| **Internal methods** to communicate with emergency and non-emergency personnel during emergencies: |
| --- |
| [Insert name of jurisdiction] employee information hotline [insert phone number] |
| Emergency Operations Center (EOC) Staff Message Line [insert phone number] (EOC operations only; not for general use) |
| Commercial phone; landline phone (voice/fax) system; cell phone |
| [Insert name of jurisdiction] intranet website |
| E-mail and text messaging |
| County Alert Notification Systems |
| [Insert additional methods utilized by [insert name of jurisdiction] |

Critical information systems used to accomplish Essential Functions during normal operations at the primary location must be accessible at the continuity location. For these systems to be accessible connectivity must be in place at the continuity location and system servers should be backed up daily at more than one location. Each department will coordinate with the IT Department on the specific technical support needed during COOP Plan activation. If the communications infrastructure is affected, the voice telephone and voicemail services could require 12–24 hours for restoration of services.

| Communications System | Current Provider | Services Provided | Emergency Services | Alternate Providers or Modes |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

[*Use Continuity Communications Equipment List from Form I in COOP Handbook, page 79*]
Table 4-11. Continuity Communications Equipment List

**Vital Records and Databases**

To the extent possible, [insert name of jurisdiction] should provide for off-site storage of duplicate records, off-site (and out-of-state/out-of-area if possible) backup for electronic records and databases, and pre-positioning of vital records and databases at the continuity facility.

Essential Function:  Protecting the community (example)

| Process | Vital record | Description | Form of record |
|---------|-------------|-------------|----------------|
| Example: COOP Plan | Example: Copy of signed contract | Example: Complete plan | Example: Electronic / Hard copy |
| Example: Security | Example: Contracts for security services | Example: Designated contracts | Example: Electronic / Hard copy |
| | | | |

Table 4-12. Vital Records

> ***Vital Records*** *are those electronic and hard copy documents, references and records needed to support essential functions.*

Figure 4-6. Vital Records

Vital records include, but are not limited to:
- Accounts Payable
- Contracts
- Personnel files
- HR forms
- Databases

| Vital File, Record, or Database | Form of Record (e.g., hardcopy, electronic) | Pre-positioned at Alternate Facility | Hand Carried to Alternate Facility | Backed up at Third Location | Maintenance Frequency |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

[*Use Vital Records from Form G in COOP Handbook, page 77*]

Table 4-13. Vital Records Protection and Maintenance

**Human Capital Management**

Developing, activating, and facilitating COOP programs rest on the management of human capital. The Continuity of Operations (COOP) Planning Team reviewed authorities and policies to protect the safety and productivity of employees and to mitigate disruptions to operations. The COOP Team will review staff scheduling procedures, identify alternate staffing resources, and develop a plan on temporary business reduction due to critical losses of staff.

Additionally, the COOP Plan may utilize Disaster Service Workers (DSWs) during a COOP Plan activation. DSWs are defined as "all public employees and all registered volunteers of a jurisdiction having an accredited disaster council," per the Government Code, Title I, Division 4, Chapter 8, and Labor Code, Part I, Division 4, Chapters 1 and 10. This means that all City employees may become essential personnel during a COOP Plan activation.

*Human capital management* is the sum of talent, energy, knowledge and enthusiasm that people invest in their work. Effective human capital management does the following:

- Places the right people in the right jobs to perform essential functions most effectively
- Ensures that ALL employees have a clear understanding of what they are to do in an emergency

It is **essential** that the appropriate person be assigned to a function.

**Examples:**

*Department Heads/Supervisors* – pre-selected based on the ability to set priorities, make difficult decisions, and remain focused under extreme pressure

*Staff* – COOP and emergency personnel are provided with regular training to develop the skills and knowledge necessary to perform their designated roles and responsibilities

Figure 4-7. Human Capital Management

PERSONNEL RELATIONS/FAMILY PREPAREDNESS PLANNING

[Insert name of jurisdiction] employees should consider preparedness measures to reduce the impact caused by an incident that disrupts operations. During a COOP Plan activation, employees will be responsible for maintaining the operation of essential functions (EFs). Having an individual and family preparedness plan in place could allow employees to perform EFs. The [insert name of jurisdiction] will advise personnel on how to plan for their family's well-being before a disaster strikes. Each department annex lists preparedness elements for County/City employees.

It is important to ensure that human resource policies support the overall COOP program. Operating procedures addressing human resources issues are necessary to maintain the productivity and availability of personnel resources. These issues include the following:

- Leave policies
- Labor relations/union contracts
- Flexible work arrangements
- Employee communication (internal/external)
- Cross-training
- Contingency staffing plans (internal/external)
- Transportation
- Employee communication programs/accountability
- Counseling
- Family shelter/day care

Family Preparedness Checklist for [insert name of jurisdiction] Employees

☐ Develop a childcare plan (day care alternatives, alternate after-school site, neighbor assistance, family member assistance).
☐ Develop an adult/elder care plan (adult day care alternatives, alternate care site, neighbor assistance, family member assistance).
☐ Develop a pet care plan (neighbor assistance, family member assistance, or kennel).
☐ Develop an alternate transportation plan for employee and other family members.
☐ Develop a family communications plan.
☐ Develop a family reunification plan.

## EMPLOYEE CONSIDERATIONS

An important consideration in COOP Planning is the safety, security, and prosperity of all employees. There can be significant access and service gaps that exist for some [insert name of jurisdiction] employees. Those employees include the following:
- Employees who have additional needs before, during, and after an incident in functional areas such as maintaining independence, communication, transportation, supervision, and/or medical care
- Employees who need additional response assistance such as employees with limited English proficiency or non-English speaking, those without transportation, those who require accommodations for major life activities, and those with disabilities

This COOP Plan incorporates the whole community approach to COOP Planning. Each department annex includes specific information on incorporating Americans with Disabilities Act (ADA) regulations into their COOP Planning efforts. The overarching whole community considerations include the following:
- Complying with ADA regulations in primary locations and in continuity locations
- Providing communication access for all employees – See the alert and notification procedures for details
- Providing appropriate transport and access for all employees within their primary location and continuity locations – This includes evacuation plans, procedures, and equipment that ensure a safe and timely exit for the employee with their equipment
- Providing access to programs, services, and activities to all County/City employees during a COOP event
- Engaging all employees to establish relationships and build trust prior to a COOP event
- Determining the needs and documenting any resource gaps for all employees

- Training and exercising with employees who require additional response assistance, capture lessons learned, and implement strategies to correct the gaps in COOP response policies and procedures for all employees

## PERSONNEL

During a full COOP Plan activation, this COOP Response Team will provide recommendations to the COOP oversight personnel (Policy Group) on which of its EFs must continue and which employees must remain at work. Each department should maintain a roster of the categories of COOP positions (essential, mission essential, and nonessential). Annual notifications of mission essential designations should be provided in writing to employees who can reasonably be expected to be designated as mission essential and the employee's signature should be obtained. The signed notification should be kept in the official personnel file with the Human Resources. Convenient times to communicate this information to employees may include annually, in conjunction with the [insert name of jurisdiction] COOP Plan update; whenever an employee transitions to a new position or assumes new responsibilities; during employee performance reviews; or whenever a new employee is hired.

## ESSENTIAL PERSONNEL

Essential personnel are vital to the performance of [insert name of jurisdiction] functions in all situations (for example, police, fire, emergency medical services [EMS], public works, etc.).

## MISSION ESSENTIAL PERSONNEL

The designation of mission essential will depend upon the employee's duties and the EFs that need to be performed following COOP Plan activation.

## NONESSENTIAL COOP PERSONNEL

Following COOP Plan activation, nonessential COOP personnel will report to work only if required by their Supervisor or by the COOP Team as a DSW.

## DISASTER SERVICE WORKERS (DSWS)

DSWs are employees of a local jurisdiction or government agency and are required to report back to work after securing the safety of their home and families to assist in disaster-related events. They have chosen to volunteer their time to assist a disaster or emergency service agency in carrying out the responsibilities of that agency. During a COOP Plan activation, DSWs are vital to the continuous operations of EFs. DSW's are likely to be assigned to a support team.

| Name of Vendor or Supporting Agency | Description of Product or Service | Which Activity or Task Does this Vendor or Supporting Agency Support? | RTO (Recovery Time Objective) | Can this Vendor or Agency Satisfy RTO? | Alternate Providers or Modes |
|---|---|---|---|---|---|
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

Table 4-14. Disaster Service Workers Essential Functions

**Devolution and Reconstitution**

Devolution planning in [insert name of jurisdiction] addresses the full spectrum of threats and all-hazards emergency events that may render an office or department's staff unavailable to support, or incapable of supporting, the execution of essential functions from either its primary location or its alternate location(s). [Insert name of jurisdiction] utilizes a devolution option for continuity, when allowed by law, addressing how they identify and conduct their priority essential functions during an increased threat situation or in the aftermath of a catastrophic emergency.

*Devolution is the capability to transfer statutory authority and responsibility for essential functions from an organization's primary operating staff and facilities to other organization employees and facilities, and to sustain that operational capability for an extended period*

Devolution planning supports overall COOP Planning. Particular issues associated with devolution planning include:
- Personnel at the devolution site must be trained to perform the essential functions
- Vital records, documents and databases must be available
- Communications and IT must be transferred
- Delegations of Authority must include senior personnel at the devolution site

Figure 4-8. Devolution

Devolution will occur at the direction of the [name position or alternate designee]

As part of COOP Planning, [insert name of jurisdiction] acknowledges that the following triggers may be used to **devolve** from COOP operations:

- Loss of key positions required to make decision
- Loss of systems, equipment or facilities that are essential to carry out essential functions

Reconstitution occurs at the direction of [name position].

As part of COOP Planning, [insert name of jurisdiction] acknowledges that the following triggers may be used to **reconstitute** from COOP operations:

- Communications infrastructure has been restored
- Office facilities are restored, accessible and available for use
- Utilities (power, water, restrooms, etc.) are in working order

## VI. PLAN MAINTENANCE

**Test, Training & Exercises**

The [insert name of jurisdiction] has developed a multi-year strategy that provides staff with a regularly scheduled and integrated testing, training and exercise program to ensure that the [insert name of jurisdiction's] COOP capability remains viable.  Testing, training, and exercising is intended to familiarize agency staff members with their roles and responsibilities during an emergency, ensure that systems and equipment are maintained in a constant state of readiness, and validate aspects of the COOP Plan.

| | |
|---|---|
| *An effective **Test, Training & Exercise** program is necessary to assist organizations to prepare and validate COOP Plans and a jurisdiction's capabilities to perform essential functions during a COOP situation* | The plan maintenance phase consists of:<br>• **Assessing and validating** COOP Plans, policies and procedures<br>• Ensuring that agency personnel are **familiar** with COOP procedures<br>• Ensuring that COOP personnel are **sufficiently trained** to carry out essential functions during an emergency activation |

Figure 5-1. Test, Training & Exercise

| | Training Components | Training Type | Targeted Staff | Whose Responsibility? | Frequency | Date Scheduled | Date Completed |
|---|---|---|---|---|---|---|---|
| **Training** | *Example: COOP Awareness* | *Online – FEMA IS 546* | *COOP Planning Team* | *Senior Leadership* | *Annually* | *NLT 2/28/09* | *2/15/09* |
| | | | | | | | |
| | **Testing Components** | | | Whose Responsibility? | Frequency | Date Scheduled | Date Completed |
| **Testing** | *Example: Table Top with Senior Leadership* | | | *COOP Program Manager* | *Annually* | *7/15/09* | *7/15/09* |
| | *Example: Functional Exercise (Alt Site Relocation)* | | | *COOP Program Manager* | *Bi-annually* | *11/25/09* | *11/25/09* |
| | | | | | | | |
| | **Maintenance Components** | | | Whose Responsibility? | Frequency | Date Scheduled | Date Completed |
| **Maintenance** | *Example: Update Call Trees* | | | *HR Office* | *Semi-Annually* | *6/15/09* | *6/30/09* |
| | *Example: Update Vital records Schedule* | | | *Records Coordinator* | | *11/15/09* | *11/15/09* |
| | | | | | | | |

*[Use Training, Testing and Maintenance from Form K in COOP Handbook, page 81]*
Table 5-1. Training, Testing and Maintenance

EXERCISES

The COOP Exercise Program focuses primarily on evaluating capabilities or an element of a capability, such as a plan or policy, in a simulated situation.  The Exercise Program includes the following elements:

1.  An opportunity for COOP personnel to demonstrate their familiarity with COOP Plans and procedures, and to demonstrate their office/department's capability to continue its essential functions

2.  Orders of succession/delegation of authority

3.  An exercise that incorporates the _deliberate and preplanned movement_ of COOP personnel to an alternative facility location

4.  Communications capabilities and both inter- and intra-office/department level dependencies including a call out drill

5.  An opportunity to demonstrate that backup data and records required supporting essential functions at COOP facilities or locations are sufficient, complete, and current

6.  An opportunity for COOP personnel to demonstrate their familiarity with the reconstitution procedures to transition from a COOP environment to normal activities when appropriate

7.  A comprehensive debriefing after each exercise, which allows participants to identify systemic strengths and weakness in plans and procedures and to recommend revisions to the office/department COOP Plan

8.  Office/Departmental level participation: conducting and documenting annual assessments of their COOP Plans and programs

Based on the outcome of the exercise program, each [insert name of jurisdiction] agency or department should develop COOP Improvement Plan (CIP) to assist in documenting, prioritizing, and resourcing COOP issues identified during Training, Testing, and Exercising (TT&E), assessments, and COOP operations. The purpose of CIP is to accomplish the following:

• Identify COOP deficiencies and other areas requiring improvement and provide responsibilities and a timeline for corrective action

• Identify program and other COOP funding requirements for submission to the respective elected officials or department heads

• Identify and incorporate efficient acquisition processes, and where appropriate, collect all inter-office/department requirements into one action

**Plan Review, Revisions & Updates**

_This section should describe the process the organization uses to maintain the currency of the Continuity Plan. It identifies who is responsible for plan currency, how often the plan will be reviewed and updated,_

*and describes the coordination process. The agency multi-year strategy and program management plan is recorded in Form L, **COOP Plan Maintenance** below, also found in the COOP Handbook, page 82. Plan Maintenance should address both overall County/City responsibilities and individual department responsibilities within the agency.*

| Activity | Tasks | Frequency | Date Required | Date Completed |
|---|---|---|---|---|
| Plan Update and Certification | 1. Review entire plan<br>2. Incorporate lesson learned and changes in policy<br>3. Manage distribution of plan updates | Semi-annually | | |
| Maintain and update Orders of Succession | 1. Obtain names of current incumbents and designated successors<br>2. Update Delegations of Authority | As needed | | |
| Checklists | 1. Update and revise checklists<br>2. Ensure annual update | As needed Annually | | |
| Update rosters of all positions | Confirm/update information on rostered members of COOP Planning Team | Quarterly | | |
| Appoint new members of COOP Planning | 1. Qualifications determined by COOP leaders<br>2. Issue appointment letter and schedule orientation | As needed | | |
| Maintain alternate work site readiness | 1. Check all systems<br>2. Verify access codes and systems<br>3. Cycle supplies and equipment as needed | Quarterly | | |
| Review and update supporting MOU/MOA | 1. Review for currency and new needs<br>2. Obtain signatures renewing agreement or confirming validity | Annually | | |
| Monitor and maintain equipment at alternate site(s) | 1. Train users and provide technical assistance<br>2. Monitor volume/age of materials and assist users with cycling/removing files | Ongoing | | |

| | | | | |
|---|---|---|---|---|
| Train new members | 1. Provide orientation and training class<br>2. Schedule participation in all training and exercise events | Within 30 days of appointment | | |
| Orient new policy officials and senior management | 1. Brief officials on COOP<br>2. Brief each official on his/her responsibilities under COOP | Within 30 days of appointment | | |
| Plan and conduct exercises | 1. Conduct internal exercises<br>2. Conduct external/joint exercises with local/regional/state agencies<br>3. Support and participate in interagency exercises | Semi-annually<br>Annually<br><br>As needed | | |
| Maintain Security Clearances | Obtain, maintain and update appropriate security clearances | Ongoing | | |

Table 5-2. COOP Plan Maintenance

## VII. AUTHORITIES AND REFERENCES

**Authorities**

The COOP Plan has been developed with the full support of [insert names of other agencies and or officials].

The COOP Plan complies with the following regulations and order(s):

- [Insert regulations and orders]

**References**

1) Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions), dated July 2013.

2) Continuity Guidance Circular 2 (CGC 2), Continuity Guidance for Non-Federal Governments: Mission Essential Functions Identification Process (States, Territories, Tribes, and Local Government Jurisdictions), dated September 2013.

3) FEMA Continuity of Operations Plan Template

4) Cal OES Continuity Planning
http://www.calema.ca.gov/PlanningandPreparedness/Pages/Continuity-Planning.aspx

5) Continuity of Operations Plan, City of San Diego

6) Commonwealth of Pennsylvania, Continuity of Operations Plan Template

## Appendix A. BAY AREA UASI COOP STANDARD BENCHMARKS

*The following planning benchmarks are a result of Bay Area stakeholder discussions conducted in September and December of 2014 and individual interviews with Bay Area UASI jurisdictions. Each local jurisdiction is encouraged to work toward achievement of these benchmarks in order to improve regional resilience capabilities.*

### *Planning Benchmarks*

☐ Educate executive level staff and elected officials to build buy-in and understanding at a leadership level. For organizations that have COOP Plans, update and educate senior management on an annual or semi-annual basis.

☐ Include what was traditionally the COG as a component of the COOP.

☐ Develop the COOP as an Annex to the EOP. Develop COOP in conjunction with other emergency operations planning efforts – for example, planning for alternative facilities so that not all departments are identifying the same location.

☐ Address all 10 essential elements identified by FEMA and Cal OES within a COOP.

☐ Encourage all departments to develop a COOP – if a local jurisdiction can not invest the resources to develop COOPs for every department, focus initial planning efforts on key departments such as First Responders, Public Health, Social Services, and Public Works.

☐ Identify staff to engage in the COOP Planning process– this helps to teach and engage staff to build buy-in and ownership so they can effectively implement their COOP during times of disruption by developing intra-departmental function groups to fully determine and address essential functions.

☐ Identify essential departments based on vulnerability and risk assessments along with intra-department reliabilities and impacts of essential function disruptions.

☐ Determine an annual or semi-annual plan for updating the COOP/COG and determine who is responsible for the update. Convene departmental POCs to integrate updates for the entire organization.

☐ Encourage incorporation of *whole community* resources (other government partners, private sector, NGOs, etc.) in COOP Plans and engage them in the COOP Planning process.

☐ Provide regular COOP training to all key staff on how to implement the COOP and exercise the COOP Plan regularly, including testing re-establishing essential functions at alternate facilities.

## Appendix B. CONTINUITY PLANNING PROGRAM GLOSSARY

*The terms with an asterisk in front are those used in both Disaster Recovery and Continuity Planning. These definitions are aligned to create a standard, common usage for recovery and continuity planning efforts.*

**\*Activation** – The implementation of capabilities, procedures, activities, and plans in response to an emergency or disaster declaration; the execution of the emergency response plan and or/business recovery plan.

**\*Activation Team** – An identified group of trained personnel who will be convened upon the occurrence of a situation that affects the continuation of organization or department's essential and/or mission critical business functions.  The team will assess the situational information and make a determination or recommendation regarding the continuation of essential or mission critical business functions.  This type of team may operate under several different names such as Crisis Management Team, Activation Team, Executive Team, or Continuity Team.

**ADA –** Americans With Disabilities Act**.** Legislation passed in 1990 that prohibits discrimination against people with disabilities.

**Agencies** – State Executive Branch agencies, departments, and independent organizations.

**Agency Head** – The highest-ranking official of the primary occupant agency or a successor or designee selected by the official.

**\*Alternate Facility** – Also referred to as a continuity facility, it can have any one of the following meanings: (1) A location, other than the normal facility, designated to be used to carry out essential or mission critical business functions. (2) An alternate operating location to be used by business functions when the primary facilities are inaccessible.  (3) Another location, computer center or work area designated for recovery. (4) Location, other than the main facility, that can be used to conduct business/essential functions.  (5) A location, other than the normal facility, used to process data and/or conduct essential business functions in the event of a disaster. (6) Alternate or continuity facilities refer to not only other locations, but also nontraditional options such as working at home ("Teleworking"), telecommuting, and mobile-office concepts.

**Automated Data Processing (ADP) Equipment** – Equipment that performs data processing largely by automatic means.

**Cal OES** – California Governor's Office of Emergency Services.

**Collateral Damage** – Injury to personnel or damage to facilities that are in unaffected parts of a facility, including damage to equipment or contents as a result of fire or flood.

**\*Command and Control** – Commands the local Emergency Operations Center (EOC) reporting up to senior management on the recovery process.  Has the authority to invoke the local recovery plan.

**Consumable Office Supplies** – General supplies that are consumed in office use.

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

**Continuity Guidance Circular (CGC)** – The CGC 1 is a guidance document that provides direction to non-federal entities for developing continuity plans and programs.

**\*Continuity of Government (COG)** – The preservation, maintenance, or reconstitution of the institution of government.  It is the ability to carry out an organization's constitutional responsibilities. This is accomplished through succession of leadership, the pre-delegation of emergency authority, and active command and control.

**\*Continuity of Operations (COOP)** – The activities of individual departments and agencies and their sub-components to ensure that their essential functions are continued under all circumstances.  This includes plans and procedures that delineate essential functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; and validate the capability through tests, training, and exercises.

**Continuity of Operations Plan** – A plan to ensure the safety of employees and the resumption of time-sensitive operations and services following an emergency.

**Continuity Communications** – Alternate communications both internal and external that provide the capability to perform essential functions, in conjunction with other agencies, until normal operations can be resumed.

**Continuity Event** – This refers to any event that requires an organization or department to relocate resources or operations to an alternate site to assure the continuation of its essential functions.

**Continuity Planning –** Historically, the federal government defined continuity efforts using the terms "COOP" and "COG."  These were often separate and compartmentalized activities.  This old organizational framework has changed and the new program uses instead the reference to "Continuity Planning" as an overlapping integration of continuity of operations and continuity of government concepts.

**Critical Infrastructure Protection (CIP)** – Risk management actions intended to prevent a threat from attempting to, or succeeding at, destroying or incapacitating critical infrastructures.  Critical infrastructures are those systems and assets so vital to the Nation that their incapacity or destruction would have a debilitating impact on national security, national economic security, and/or national public health or safety.

**\*Data Recovery –** The restoration of data from backup media to restore programs and production data to the state that existed at the time of the last safe backup.

**Delegation of Authority** – Specifies who is authorized to act on behalf of the organization or department head and other key officials for specific purposes.

**\*Dependency –** The reliance, directly or indirectly, of one activity or process upon another, including internal/external dependencies and IT/Non-IT dependencies.

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

**Disaster Service Worker** – Per the California Government Code, Section 3100, all public employees are declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law.

**Disaster Recovery Plan (formerly known as Operational Recovery Plan) --** Disaster Recovery is the technical recovery plan for networks, systems, applications, data, and communications, both voice and data. Disaster Recovery Planning provides for the recovery and restoration of an organization's information technology and telecommunications infrastructure in support of essential business functions, to minimize decision-making during an event, thus producing the greatest benefit from the remaining limited resources, and achieves a systematic and orderly migration toward the resumption of all computing services within an organization following a business or governmental disruption.

**Drive-Away Kit** – A kit prepared by, and for, an individual who expects to deploy to an alternate location during an emergency. It contains items needed to minimally satisfy personal and professional needs during deployment. This is also referred to as "Go Kits."

**\*Emergency Operating Records** – Records that support the execution of an organization's essential or mission essential business functions, such as plans and directives, lines of succession, delegations of authority, and references for performing essential or mission essential business functions.

**Enduring Constitutional Government (ECG)** – A cooperative effort among the
Executive, Legislative, and Judicial branches of government, coordinated by the President, to preserve the capability to execute constitutional responsibilities in a catastrophic emergency.

**Emergency Response Group (ERG)** – An identified group of trained personnel assigned the responsibility of relocating to the designated alternate facility to continue essential functions upon a Continuity Plan Activation.

**\*Essential Functions** – Functions that enable the organization or department, on behalf of the state, 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.

**Essential Resources** – Resources that support the organization or department's ability 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.

**\*Event** – A sudden, unplanned catastrophic disruption causing unacceptable damage or loss, which may impact or interrupt services.

**Executive Agent** – A term used to indicate a delegation of authority by a superior to a subordinate to act on behalf of the superior. An executive agent may be limited to providing only administrative support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specified purposes.

**Federal Continuity Directive (FCD) –** A document developed and promulgated by DHS which directs the executive branch departments and agencies to carry out identified continuity planning requirements and assessment criteria.

**Incident –** An occurrence or event, either human-caused or by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.

**Interagency Agreements** – A written agreement entered into between agencies that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

**Interoperability** – (1) The ability of systems, personnel, or agencies to provide services to and accept services from other systems, personnel, or agencies and to use the services so exchanged to enable them to operate effectively together. (2) The condition achieved among communications-electronic systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users.

**Legal and Financial Records** – Records that are needed to protect the legal and financial rights of the government and of the persons affected by its actions.

**\*Lines of Succession** – Provisions for the assumption of senior organization offices and other key positions during an emergency in the event that any of those officials are unavailable to execute their legal and/or essential duties.

**Logistical Support Services** – Personnel who have the skills and authority to coordinate the provision of resources and services.

**\*Mission Critical Data** – Information essential to supporting the execution of an organization's essential or mission critical business functions.

**\*Mission Critical Resources** –The minimum resource requirements needed to perform or restore an organization's essential or mission critical business functions.  Critical resources could include facilities, communication systems, personnel, vital records and databases, vital systems and equipment, key vendors, and other government agencies.

**\*Mission Critical Systems** – Information Technology equipment essential to supporting the execution of an organization's essential or mission critical business functions, including hardware, software, networking components, etc.

**Multi-Year Strategy and Program Management Plan** – A multiple-year process to ensure the maintenance and continued viability of Continuity Plans.

**Occupant Emergency Plan (OEP)** – A short-term emergency response program that establishes procedures for safeguarding lives and property directly following an emergency.  Also known as Facility Emergency Plans or Evacuation Plans.

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

**\*Priority Classifications –** The act or process of classifying actions, operations, or tasks to specific groups or categories according to established criteria, such as precedence or merit of attention before competing alternatives.

**Procedures** – A document that outlines a series of action steps taken to accomplish a desired end result.

**Processes** – To put through the steps of a prescribed procedure: a series of actions, changes, or functions.

**Provisions** – The act of supplying or fitting out, or a stock of necessary supplies.

**\*Reconstitution** – The process by which organization personnel resume (transition back to) normal organization operations from the alternate location back to the primary or replacement primary operating facility.

**Risk Analysis** – The identification and assessment of hazards and the frequency of occurrence.

**Senior Activation Team** – A pre-identified group of trained personnel who are convened following an event which affects the continuation of organization/departmental essential functions.  The team will assess situational information and make a determination or recommendation regarding the continuation of essential functions.  This type of team may operate under several different names such as Crisis Management Team, Activation Team, Executive Team, or Continuity Team.

**Telecommuting –** When an employee carries out their work duties at their residence or another convenient site rather than their official duty station.

**Telecommuting locations** – These locations may be set up with computers and telephones to enable employees to work at a location closer to their residence rather than their official duty station.

**\*Test, Training, and Exercises (TT&E)** – Measures to ensure that an organization's continuity program is capable of supporting the continued execution of its essential or mission critical business functions throughout the duration of an event.

**Virtual offices** – A location or environment where an employee performs work through the use of portable information technology and communication packages.

**Vital Databases** – Information systems needed to perform and support essential functions during a continuity event.

**\*Vital Records** – Electronic and hardcopy documents, references, and records needed to perform and support essential or mission-critical functions, including those records essential to protecting the legal and financial rights of that organization and of the individuals directly affected by its activities.

## Appendix C. CONTINUITY PLANNING PROGRAM ACRONYMS

**AAR**           After Action Report

**ADA**           Americans with Disabilities Act

**ADP**           Automated Data Processing

**AI**           Avian Influenza

**BCM**           Business Continuity Management

**BCP**           Business Continuity Plan

**BIA**           Business Impact Assessment

**BRP**           Business Resumption Plan

**CAL OES**           California Governor's Office of Emergency Services

**CIP**           Critical Infrastructure Protection

**CGC**           Continuity Guidance Circular

**COG**           Continuity of Government

**COGCON**           Continuity of Government Readiness Conditions

**COOP**           Continuity of Operations

**CSTI**           California Specialized Training Institute

**DGS**           Department of General Services

**DHS**           Department of Homeland Security

**DOC**           Departmental Operations Center

**DRP**           Disaster Recovery Plans

**DSW**           Disaster Service Worker

**EMAC**           Emergency Management Assistance Compact

**EMAP**           Emergency Management Accreditation Program

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|---|---|
| **EOC** | Emergency Operations Center |
| **EOP** | Emergency Operations Plan |
| **ERG** | Emergency Relocation Group |
| **FEMA** | Federal Emergency Management Agency |
| **FCD** | Federal Continuity Directive |
| **FOUO** | For Official Use Only |
| **FPC** | Federal Preparedness Circular |
| **GEOEC** | Governor's Emergency Operations Executive Council |
| **HR** | Human Resources |
| **HSPD** | Homeland Security Presidential Directive |
| **IC** | Incident Commander |
| **ICS** | Incident Command System |
| **IT** | Information Technology |
| **MOA** | Memorandum of Agreement |
| **MOU** | Memorandum of Understanding |
| **MYSPMP** | Multi-year Strategy and Program Management Plan |
| **NEF** | National Essential Functions |
| **NIMS** | National Incident Management System |
| **NRP** | National Response Plan |
| **NSPD** | National Security Presidential Directive |
| **OA** | Operational Area |
| **OASIS** | Operational Area Satellite Information System |
| **ODP** | Office of Domestic Preparedness |

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|---|---|
| **OEP** | Occupant Emergency Plan |
| **OES** | Office of Emergency Services |
| **OISPP** | Office of Information Security and Privacy Protection |
| **ORP** | Operational Recovery Plans |
| **OS** | Operations Specialists |
| **PI** | Pandemic Influenza |
| **POC** | Point of Contact |
| **REOC** | Regional Emergency Operations Center |
| **RFP** | Request For Proposal |
| **RIMS** | Response Information Management System |
| **RTO** | Recovery Time Objectives |
| **SAT** | Senior Activation Team |
| **SEF** | State Essential Functions |
| **SEMS** | Standardized Emergency Management System |
| **SEP** | State Emergency Plan (California) |
| **SIMM** | Statewide Information Management Manual |
| **SOC** | State Operations Center |
| **SOP** | Standard Operating Procedure |
| **SPF** | Single point of failure |
| **TA** | Technical Assistance Program |
| **TT&E** | Test, Training, and Exercises |
| **WMD** | Weapons of Mass Destruction |