(Add PSAP Name Here)

Continuity of Operations Plan (COOP)

Program

(Add PSAP Logo Here)

*Last Revised: Month XX, XXXX*

**foreword**

A Continuity of Operations Plan (COOP) identifies mission-critical organizational functions that must continue when normal operations are, or may be disrupted, and provides a framework for the continued operation of these mission essential functions under all threats and conditions.

The (Add PSAP Name Here) Continuity of Operations Plan was prepared following relevant COOP guidance, requirements, and best practices, including:

* The Federal Emergency Management Agency (FEMA) Continuity Guidance Circular (CGC), dated February 2018 and published in March 2018, which provides guidance for non-federal agencies conducting continuity planning;
* The FEMA Continuity Assistance Tool (CAT), dated September 2013, which provides guidance for continuity planning;
* Federal Continuity Directives (FCDs) 1 and 2, which establish the framework, requirements, and processes to support the development of federal agency continuity programs and specify and define elements of a continuity plan.

The designated Continuity Manager for (Add PSAP Name Here) Center is:

|  |  |
| --- | --- |
| Name |  |
| Title |  |
| Address |  |
| Email |  |
| Phone |  |



(Director’s Name), Director

**Confidentiality Statement**

This document, along with subsidiary plans and supporting documents, contains confidential information, is for official use only, and is not to be released outside of (Add PSAP Name Here) Center without prior approval of the (Add PSAP Name Here) Center Agency Head. These documents may be exempt from disclosure under Exemption (n) to the Massachusetts Public Records Law, which applies to:

*records, including, but not limited to, blueprints, plans, policies, procedures and schematic drawings, which relate to internal layout and structural elements, security measures, emergency preparedness, threat or vulnerability assessments, or any other records relating to the security or safety of persons or buildings, structures, facilities, utilities, transportation, cybersecurity or other infrastructure located within the commonwealth, the disclosure of which, in the reasonable judgment of the record custodian, subject to review by the supervisor of public records under subsection (c) of section 10 of chapter 66, is likely to jeopardize public safety or cybersecurity.*

**Table of Contents**

[Record of Changes and Distribution 5](#_Toc37234916)

[Purpose 6](#_Toc37234917)

[Applicability and Scope 6](#_Toc37234918)

[Situation 7](#_Toc37234919)

[Planning Assumptions 8](#_Toc37234920)

[Core COOP Components 9](#_Toc37234921)

[Concept of Operations 13](#_Toc37234922)

[Phase I: Readiness and Preparedness 13](#_Toc37234923)

[Phase II: Activation 13](#_Toc37234924)

[Phase III: Operations 17](#_Toc37234925)

[Phase IV: Reconstitution 17](#_Toc37234926)

[COOP Responsibilities 18](#_Toc37234927)

[Agency/Organization Head 18](#_Toc37234928)

[Continuity Manager 18](#_Toc37234929)

[Emergency Relocation Group (ERG) Advance Team (A-Team) 19](#_Toc37234930)

[Designated ERG Personnel 19](#_Toc37234931)

[Alternate Facility Support Coordinator 19](#_Toc37234932)

[Reconstitution Coordinator 20](#_Toc37234933)

[Department/Division Management 20](#_Toc37234934)

[(ADD PSAP NAME HERE) Center Staff 20](#_Toc37234935)

[Logistics 21](#_Toc37234936)

[Transition of Mission Essential Functions to Alternate Facility 21](#_Toc37234937)

[Return of Mission Essential Functions to the Primary Facility 21](#_Toc37234938)

[Interoperable Communications 22](#_Toc37234939)

[Procurement 22](#_Toc37234940)

[Testing, Training, and Exercises 22](#_Toc37234941)

[Testing 22](#_Toc37234942)

[Training 23](#_Toc37234943)

[Exercising 23](#_Toc37234944)

[After-Action Process 23](#_Toc37234945)

[COOP Plan Maintenance 24](#_Toc37234946)

[Authorities and References 25](#_Toc37234947)

[Appendix B: Emergency Relocation Group 28](#_Toc37234948)

[Appendix C: Mission Essential Functions 29](#_Toc37234949)

[Appendix D: Critical Systems 31](#_Toc37234950)

[Appendix E: Essential records 32](#_Toc37234951)

[Appendix F: Orders of Succession and Delegations of Authority 33](#_Toc37234952)

[Appendix G.1: Contact List – Agency 34](#_Toc37234953)

[Appendix G.2: Contact List – Member Community 35](#_Toc37234954)

[Appendix H: Emergency Staffing Level Response Plan 36](#_Toc37234955)

[Appendix I: Business Impact Analysis Summary 37](#_Toc37234956)

[Appendix J: Definitions 39](#_Toc37234957)

[Appendix K: Acronyms 42](#_Toc37234958)

# Record of Changes and Distribution

Any approved additions or modifications to this Continuity of Operations Plan (COOP) will be documented and noted in this section. The date of the change, the title of the person making the change, and a summary and reason for the modifications, will be inserted into this section of the plan.

After any modification to this plan, the Emergency Management Coordinator will ensure that the updated version is distributed to the following locations and/or individuals:

* (Identify who has a copy of the plan here)

Personnel with a role in executive leadership, coordination and management, and operational implementation of emergency procedures are encouraged to have digital access to this plan or a printed copy of this plan available to them at all times.

| **Change Number** | **Date of Change** | **Sections** | **Summary of Change** | **Change Made By (Title or Name)** |
| --- | --- | --- | --- | --- |
| 1 |  |  |  |  |
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# Purpose

The (Add PSAP Name Here) Center Continuity of Operations Plan (COOP) provides a framework to ensure continued operation of mission essential functions for up to 30 days when an internal or external emergency impacts the Agency’s facilities, systems, personnel, and/or operations. This COOP addresses all hazards, natural and manmade, and includes climate change considerations. The (Add PSAP Name Here) Center COOP establishes a concept of operations, strategies, and tactics to accomplish the following objectives:

* Ensure that (Add PSAP Name Here) Center can perform mission essential functions under all conditions.
* Successfully execute a timely and orderly recovery and reconstitution of mission essential functions by
  + Identifying key staff needed to continue mission essential functions.
  + Identifying and ensuring access to critical systems needed to support mission essential functions.
* Minimize disruptions to (Add PSAP Name Here) Center mission essential functions and operations.
* Ensure that (ADD PSAP NAME HERE) Center has an alternate facility where it can carry out its mission essential functions in the event its primary facility is unusable or inaccessible.
* Execute a successful order of succession with accompanying designated authorities should an incident render key leadership unable or incapable of assuming and performing their authorities and/or responsibilities.
* Identify and protect essential records and other essential assets in the event of an incident, and ensure they are accessible at alternate facilities.
* Establish a training and exercise cycle to regularly test and validate the continuity of operations plans and procedures.

# Applicability and Scope

The COOP applies to the staff and facilities of (ADD PSAP NAME HERE) Center during any emergency incident that impacts the day-to-day operations. The COOP must be implemented no later than 12 hours after activation of the Plan and provide guidance to sustain mission-essential operations for up to 30 days.

The Plan takes into account the full spectrum of threats, hazards, and emergencies that may disrupt (ADD PSAP NAME HERE) Center’s normal day-to-day operations by rendering one or more of its facilities and/or systems inoperable or inaccessible and requiring (ADD PSAP NAME HERE) Center to relocate staff and resources from impacted locations(s) to a designated Alternate Facility or to utilize backup or redundant systems. Such emergencies could include but are not limited to storms, utility or infrastructure failures, cyber incidents, terrorism incidents, or credible security threats. In addition, the COOP addresses circumstances that may incapacitate key staff members or significant numbers of staff for a significant period of time, such as during an infectious disease outbreak. Such circumstances may not require relocation of staff and resources but may require the Agency to reassign staff and/or implement orders of succession to ensure the continued operation of its mission essential functions.

Please note, the COOP is not an evacuation plan. While an emergency may require the evacuation of a facility with little or no advance notice, building evacuations are typically conducted in accordance with an Occupant Emergency Plan for that location. In the event of an evacuation of a facility, the COOP provides guidance on the deliberate and preplanned movement of designated staff to an alternate facility once evacuation of the facility is accomplished.

# Situation

The mission of the (Add PSAP Name Here) is to serve as the communications link between our member communities’ citizens and their public safety agencies.

(Describe the PSAP, its service area, and the backup and/or Alternate PSAP capabilities.

(Describe how oversight to the PSAP is provided – advisory boards, police chief, fire chief, Board of Selectmen, etc.)

The Commonwealth of Massachusetts is vulnerable to a host of natural/technological hazards and deliberate acts, as identified in the Massachusetts Threat Hazard Identification and Risk Assessment (THIRA). The (ADD PSAP NAME HERE) Center COOP addresses the following hazards that have the potential to disrupt its ability to continue to perform essential functions:

| **Natural Hazards** | **Deliberate Acts** | **Technological Hazards** |
| --- | --- | --- |
| Severe Winter Storm/Nor’easter | Cyber Incident | Infrastructure Failure |
| Inland Flooding |
| Coastal Flooding | Terrorism |
| Other Severe Weather |
| Hurricane/Tropical Storm | Civil Unrest | Nuclear Power Plant Event |
| Coastal Erosion | Hazard Material Accident/Spills |
| Tornado | Major Air Crash |
| Extreme Temperatures | Dam Failure |
| Invasive Species |
| Earthquake | Chemical, Biological, Radiological, and Nuclear (CBRN) Incident |
| Wildfire |
| Drought |
| Landslide |
| Tsunami |
| Public Health Emergency |

Organized by highest frequency (estimated)

Any hazard identified in the THIRA could potentially cause circumstances in which normal operations are disrupted because of:

* Denial of access to a facility (such as damage to the building);
* Denial of service due to a reduced workforce (such as due to pandemic flu); and
* Denial of service due to equipment or systems failure (such as IT systems failure).

# Planning Assumptions

* An incident or event affecting (ADD PSAP NAME HERE) Center can occur at any time, with little or no warning, and have a severe impact on the agency, its facilities, systems or operations, and staff that may be called upon to continue agency operations.
* (ADD PSAP NAME HERE) Center facilities may be rendered uninhabitable or unusable by an incident, requiring the use of an alternate facility.
* Mission Essential Functions must be continued, regardless of the magnitude of the impact of the incident affecting facilities, systems, or operations.
* In the event of a widespread or catastrophic disaster, staff may need to take steps to ensure their own safety and security, or that of their families, prior to reporting to work.
* Government agencies will take appropriate and timely action to ensure the continuance of essential program functions during an emergency or disaster.
* (ADD PSAP NAME HERE) Center officials will exercise their authority to implement this COOP plan in a timely manner when confronted with real or threatened disasters.
* The Commonwealth is committed to supporting service resumption and recovery efforts at continuity facilities, if required.
* If properly implemented, this plan will reduce or prevent disaster-related losses.

# Core COOP Components

There are several core components of continuity planning:

* Defining mission essential functions
* Identifying critical staff to carry out mission essential functions
* Identifying interdependencies critical to mission essential functions
* Identifying critical systems required for mission essential functions
* Designating alternate facilities where mission essential functions can be implemented
* Identifying appropriate and lawful orders of succession
* Defining delegations of authority
* Identifying essential records that are required to support mission essential functions or are required to by law to be maintained.
* Ensuring resources, such as Go-Kits, are maintained and available to support COOP activation.

Each core COOP component is described in detail in the following sections.

1. **MISSION ESSENTIAL FUNCTIONS**

Mission Essential functions are defined as those functions of (ADD PSAP NAME HERE) Center required to accomplish core components of (ADD PSAP NAME HERE) Center’s mission as defined by applicable laws, executive orders, and/or other policies or directives. These functions cannot be halted due to any circumstance and are critical to the Agency’s operation. As part of the development process of the COOP Plan, (ADD PSAP NAME HERE) Center has conducted a Business Impact Analysis (BIA) in order to identify and prioritize its mission essential functions. A summary of BIA findings may be found in Appendix I to this plan.

Appendix C of this plan contains a prioritized list of (ADD PSAP NAME HERE) Center’s mission essential functions.

1. **CRITICAL STAFF**

The COOP identifies and designates roles and responsibilities for continuity activations and operations, as well as minimum staffing requirements for activation of each mission essential function. Critical staff includes:

* **Director and designee(s).** The Director and/or designee(s) is ultimately responsible for ensuring that (ADD PSAP NAME HERE) Center is able to continue to perform mission essential functions and deliver critical services when normal operations are disrupted. The Director and/or designees have the authority to activate the continuity plan. Other members of the senior leadership may advise the Director and/or designee(s) on whether to activate the COOP.
* **Continuity Manager.** The Continuity Manager is responsible for coordinating overall continuity activities within (ADD PSAP NAME HERE) Center, including managing day-to-day continuity programs, coordinating efforts of continuity planners within (ADD PSAP NAME HERE) Center, representing the (ADD PSAP NAME HERE) Center continuity program externally as appropriate, and reporting to the Director on continuity program activities.
* **Emergency Relocation Group**. In the event of a continuity plan activation, the Emergency Relocation Group (ERG) is comprised of staff assigned to perform mission essential functions and deliver critical services until such time as additional plans are developed and implemented by the agency.
* **Emergency Relocation Group Advance Team.** The Emergency Relocation Group Advance Team is comprised of ERG staff who immediately deploy to the Alternate Facility upon being notified of COOP activation to stand up the Alternate Facility and ready it for all ERG personnel.
* **Reconstitution Coordinator.** The Reconstitution Coordinator is responsible for planning and managing the Agency’s transition back to normal operations, including facilities, personnel, and systems.
* **Alternate Facility Support Coordinator.** The Alternate Facility Support Coordinator is the chief point of contact for the (ADD PSAP NAME HERE) Center Alternate Facility and will work with the Continuity Manager and the ERG Advance Team to establish and maintain (ADD PSAP NAME HERE) Center operations at the Alternate Facility.
* **All Employees.** Because a continuity plan activation impacts the entire organization, all employees are responsible for understanding their roles and responsibilities when the continuity plan is activated. Personnel who are not identified as part of the ERG may be required to replace or augment pre-designated ERG personnel during the implementation of the COOP Plan. This will be coordinated between the Continuity Manager and direct supervisors/managers on a case-by-case basis.

Appendix B lists the current (ADD PSAP NAME HERE) Center Critical COOP staff.

1. **INTERDEPENDENCIES**

Some agency mission essential functions may be dependent upon external systems, organizations, or supports. These systems, organizations, and supports are known as interdependencies, and those associated with (ADD PSAP NAME HERE) Center’s mission essential functions have been identified as part of the BIA process and can be found in Appendix C.

1. **CRITICAL SYSTEMS**

The COOP identifies various tasks, functions, and systems that are important to the continuation of mission essential functions. This includes, but is not limited to, communications and information systems, and may include other specialized equipment and systems. A list of mission critical systems is included in Appendix D.

1. **ALTERNATE FACILITIES**

Alternate Facilities are locations to which ERG staff can report and implement mission essential functions. Alternate Facilities must be capable of supporting operations in a threat-free environment in the event that mission essential functions and supporting staff are relocated to the site. An Alternate Facility must have sufficient space and equipment to sustain operations for a period of up to 30 days. It should also have available the telecommunication and information systems, records, and databases required to support the implementation of mission essential functions.

(ADD PSAP NAME HERE) Center Alternate Facilities are detailed in Appendix A.

1. **ORDERS OF SUCCESSION**

There may be instances where an individual in a leadership position is unable or unavailable to carry out his or her duties. Orders of succession define who takes on these duties when an individual in a leadership position is unavailable or incapacitated in order to ensure there are no lapses in essential decision-making authority.

A successor will assume the duties of the leadership position in the following circumstances:

* The position is vacant due to the death, resignation, or removal of the incumbent.
* The incumbent is not physically present, cannot be contacted, and the situation requires that expeditious decisions are made, or actions are taken.

In all cases, the successor will have all the duties, powers, and responsibilities of the incumbent as they relate to the implementation of the COOP Plan. The successor will relinquish leadership duties when the incumbent is contacted and able to resume his or her leadership role, or when a permanent successor is named by the appropriate authority.

(ADD PSAP NAME HERE) Center orders of succession are detailed in Appendix F.

1. **DELEGATIONS OF AUTHORITY**

This COOP identifies delegations of authority to ensure appropriate individuals are authorized to act on behalf of the organization head or other officials for specified purposes and to carry out specific duties. Delegations of authority will generally specify a particular function that an individual is authorized to perform and includes restrictions and limitations associated with that authority.

(ADD PSAP NAME HERE) Center delegations of authority are detailed in Appendix F.

1. **ESSENTIAL RECORDS**

Essential records are documents, references, and records, regardless of media type, that are needed to support mission essential functions under the full spectrum of emergencies and disasters. Such records include those documents needed to meet operational responsibilities under emergency conditions (emergency operating records) or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Examples of essential records include:

* Standard operating procedures;
* Continuity plan and other emergency operations plans;
* Personnel and payroll records;
* Contracts;
* Vendor agreements;
* Memoranda of agreement and understanding;
* Orders of succession; and
* Delegations of authority.

Essential records must be protected from damage or destruction. In addition, the (ADD PSAP NAME HERE) Center Continuity Manager must ensure that databases and other essential records needed to support the mission essential functions of the Agency are prepositioned at each Alternate Facility, carried with deploying personnel, and/or available through redundant or backup processes.

(ADD PSAP NAME HERE) Center's essential records are detailed in Appendix E.

1. **COOP GO-KITS**

Go-Kits are containers that are readily available and easily transportable that include copies of standard operating procedures, emergency plans, contact lists, key documents, and other information or guidance that is not already pre-positioned at or accessible from the Alternate Facility.

# Concept of Operations

There are four phases of continuity operations: readiness and preparedness, activation, operations, and reconstitution. These four phases are used to build continuity processes and procedures, to establish goals and objectives, and to support the performance of organizational mission essential functions during an emergency.

## Phase I: Readiness and Preparedness

Readiness and preparedness are measured by the ability of an organization to respond to a continuity activation. Readiness and preparedness activities include the following:

* Regularly review the COOP plan to ensure all COOP components are up-to-date and accurate
* Designate COOP personnel
* Monitor staffing levels using Appendix H and adjust operational services, as required.
* Identify and prepare an Alternate Facility, ensuring that it remains accessible and ready for activation, and critical systems and essential records are maintained
* Ensure COOP Go-Kits are kept up-to-date.
* Secure important papers/documents daily
* Save electronic documents on network drives rather than computer hard drives
* Create off-site backups of critical files
* Test backup and restoration processes of critical systems
* Train on COOP responsibilities for COOP staff
* Cross-train staff on various COOP positions
* Encourage staff to develop family emergency plans to ensure the well-being of loved ones during an incident
* Exercise the COOP plan

## Phase II: Activation

The activation phase includes the decision-making process for activating the COOP, notification to and activation of COOP personnel, relocation to an alternate facility, initiation of mission essential functions, and transition of essential records and databases, and equipment involved with these functions.

1. **Decision Process**

Authorized individuals must decide whether to activate the COOP when conditions may threaten or impede the ability of the agency to carry out mission essential functions. These conditions may include:

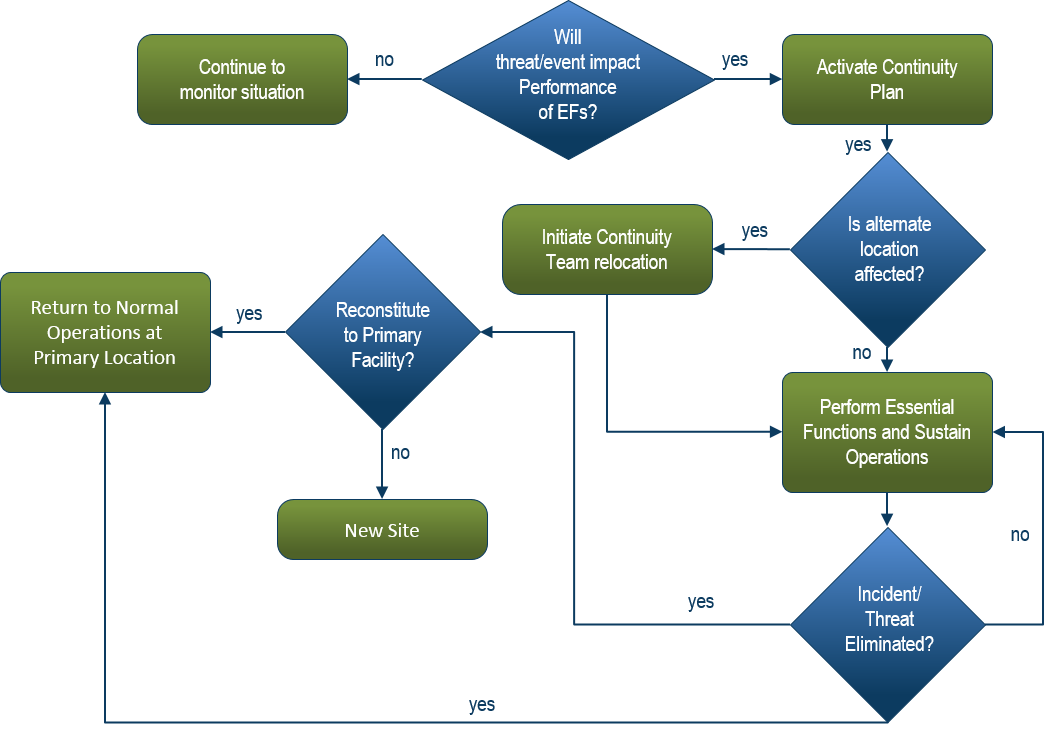
* Notification of a credible threat, which leads the organization to enhance its readiness posture and prepare to take necessary actions;
* An emergency or a disruption to personnel, facilities, equipment, or other necessary resources necessary to perform mission essential functions
* Evacuation of a geographical area

The Director or designee will convene a team of senior leadership and/or staff, to include the Continuity Manager, to review the situation and determine if the continuity plan should be activated.

The Director will make the final decision to activate the COOP plan, taking into account the following factors:

* Direction or guidance from higher authorities
* Health and safety of (ADD PSAP NAME HERE) Center personnel
* Ability to carry out mission essential functions at the primary operating facility
* Changes in threat advisories
* Intelligence reports
* Potential or actual effects on communications systems, information systems, office facilities, and other vital equipment.
* Anticipated duration of the emergency situation

**Example Decision-Making Flowchart:**



Whenever feasible, the operation of mission essential functions will continue at the primary operating facility until they can be activated at the alternate facility.

1. Notification

When a decision to activate the COOP is made, all staff will be notified, according to the table below.

|  |  |  |
| --- | --- | --- |
| **Staff Type** | **Notification Method** | **Notification Message** |
| **Emergency Relocation Group (ERG) Advance Team** | Paging, Text, Email, Cellular Telephone | COOP Plan has been activated. Immediately proceed to and begin preparing the identified Alternate Facility. \*If applicable, provide information on routes or other appropriate safety precautions. \* **See Appendix A for a list of Alternate Facilities** |
| **Emergency Relocation Group (ERG)** | Paging, Text, Email, Cellular Telephone | COOP Plan has been activated. When notified by the ERG Advance Team, proceed to the identified Alternate Facility. \*If applicable, provide information on routes or other appropriate safety precautions. \* **See Appendix A for a list of Alternate Facilities** |
| **All Other Staff** | Paging, Text, Email, Cellular Telephone | COOP Plan has been activated. All non-COOP staff should report to the alternate facility/go home/implement telecommuting. If applicable, provide information on routes or other appropriate safety precautions. |

(ADD PSAP NAME HERE) Center contact lists are detailed in Appendix G.1 and G.2.

1. Relocation and Activation of Mission Essential Functions

Upon notification, the following staff will implement their respective responsibilities.

**Continuity Manager:**

* The Continuity Manager notifies the Alternate Facility Support Coordinator that the ERG is enroute to the Alternate Facility.
* The Continuity Manager notifies other Agency offices outside the affected area and clients/stakeholders, as appropriate, that the activation of the COOP Plan is in progress.
* Notify vendors and service providers that (ADD PSAP NAME HERE) Center has implemented its COOP Plan and provide direction on continuing or suspending services.

**Emergency Relocation Group Advance Team:**

* Upon notification, members of the Emergency Relocation Group (ERG) Advance Team will immediately travel to the appropriate Alternate Facility with fly-away kits.
* Upon arrival at the Alternate Facility, the Advance Team will ready the facility for implementation of mission essential functions
* When the Alternate Facility is ready, the Advance Team will notify the remaining members of the ERG.

**Emergency Relocation Group:**

* Upon notification from the Advance Team, the remaining members of the ERG will travel to the appropriate Alternate Facility.
* Upon arrival at Alternate Facility, activate mission essential functions.

**All Other Staff**

* All other staff will proceed as instructed in their COOP activation notification.

1. Transition of Responsibilities to the Deployed ERG:

* If operations of mission essential functions were able to be continued at the primary operating facility until the alternate facility is activated, the Director, or designee, will cease mission essential function operations at primary operation location(s) when the Continuity Manager notifies the Director that mission essential functions are ready to be activated at the alternate facility.
* The Continuity Manager notifies other offices outside the affected area, external stakeholders, and other partners that Agency operations have shifted to the Alternate Facility.
* As appropriate, the Continuity Manager, or designated representative, notifies vendors and other service providers that Agency operations have been relocated temporarily and provides direction to either continue or temporarily suspend the provision of service.

## Phase III: Operations

The operations phase covers the implementation and execution of the strategies identified in the continuity plan to ensure that the mission essential functions are accomplished. The operations phase includes, but is not limited to:

* Performing mission essential functions;
* Accounting for personnel, including identifying available leadership;
* Establishing communications with interdependent organizations and other internal and external stakeholders, including the media and the public;
* Providing guidance to all personnel; and
* Preparing for the recovery of the organization.

## Phase IV: Reconstitution

Reconstitution is the process by which the Agency returns to normal operations. Following a period of limited operations due to a threat, hazard or emergency, reconstitution can be as simple as communicating to stakeholders that offices and facilities will re-open and commence normal operations and that all employees are expected to report to work for normal operations. Reconstitution can also be as complicated as recovering from complete destruction of a facility with challenges that include relocating operations, conducting mission essential functions with survivors, and identifying and outfitting a new permanent operating facility.

Reconstitution efforts generally begin when the Director, or other authorized person, ascertains that the emergency situation has ended and is unlikely to reoccur. However, once the appropriate (ADD PSAP NAME HERE) Center official determines that the emergency has ended, immediate reconstitution may not be practical. Depending on the situation, one of the following options should be considered for implementation:

* Continue to operate from the Alternate Facility
* Return to the primary operating facility
* Transition to another longer-term facility

Prior to relocating to the primary operating facility or another long-term facility, (ADD PSAP NAME HERE) Center will conduct appropriate security, safety, and health assessments to determine building suitability. In addition, the Reconstitution Coordinator will verify that all systems, communications, and other required capabilities are available and operational and that (ADD PSAP NAME HERE) Center is fully capable of accomplishing all mission essential functions and operations at the new or restored facility.

* (ADD PSAP NAME HERE) Center will notify all personnel by telephone and email using existing procedures and emergency notification tools that the emergency or threat of emergency has passed.
* If the primary operating facility will be uninhabitable or unusable permanently or for an extended period of time, the (ADD PSAP NAME HERE) Center Director and the Reconstitution Coordinator will coordinate with the Division of Capital Asset Management and Maintenance to obtain appropriate office space for reconstitution.

Upon verification that all required capabilities are available and operational and that (ADD PSAP NAME HERE) Center is fully capable of accomplishing all mission essential functions and operations at the new or restored facility, the Continuity Manager, in coordination with the Reconstitution Coordinator, will transition mission essential functions from the Alternate Facility to the new or restored primary operating facility.

# COOP Responsibilities

## Agency/Organization Head

* Provides overall policy direction, guidance, and objectives for continuity planning.
* Provides necessary resources to support the implementation of the (ADD PSAP NAME HERE) Center COOP Plan and supporting activities.
* Ensures adequate funding is available for emergency operations.
* Ensures all (ADD PSAP NAME HERE) Center components participate in testing, training, and exercise activities.

## Continuity Manager

* Serves as the (ADD PSAP NAME HERE) Center COOP program point of contact.
* Coordinates implementation of the COOP Plan and initiates appropriate notifications inside and outside the (ADD PSAP NAME HERE) Center during COOP Plan implementation.
* Coordinates the COOP Training, Testing, and Exercising Program.
* Aids ERG efforts at the Alternate Facility.
* Initiates recovery of (ADD PSAP NAME HERE) Center, as part of reconstitution and designates a Reconstitution Coordinator.
* Maintains current personnel emergency notification and relocation rosters.
* Prepares backup copies or updates of essential records.
* Ensures that the time and attendance function is represented on the ERG.
* Designates personnel to assist security officials in securing office equipment and files at (ADD PSAP NAME HERE) Center locations when implementing the COOP Plan.
* Conducts periodic tests of (ADD PSAP NAME HERE) Center COOP notification methods and systems.

## 

## Emergency Relocation Group (ERG) Advance Team (A-Team)

* A subset of the larger ERG, who deploys to the Alternate Facility in advance of the ERG to prepare it for ERG arrival
* Ensures that COOP Go-Kits are maintained and ready for deployment.
* Works with Alternate Facility Support Coordinator and assigned staff to ready the Alternate Facility
* Ensures infrastructure systems at the alternate facility are fully operational, including power, HVAC, and communications systems such as telephone, internet, and radio.
* Ensures sufficient parking, equipment, materials, and supplies are present at the alternate facility to support the restoration of Mission Essential Functions.
* Once the Alternate Facility is ready, works with other ERG members to integrate into the facility to begin to execute Mission Essential Functions.
* Continues to work with the Alternate Facility Support Coordinator to address any issues as the relocation is ongoing, and supports the reconstitution efforts once the decision is made to do so.

## 

## Designated ERG Personnel

* Be prepared to deploy and support mission essential functions in the event of COOP Plan implementation.
* Ensure managers/supervisors have up-to-date contact information.
* Be familiar with continuity planning and their individual roles and responsibilities in the event of COOP Plan implementation.
* Maintain COOP Go-Kits kits as needed.
* Participate in continuity training and exercises as directed.

## Alternate Facility Support Coordinator

* Prepares site support plans to facilitate the smooth transition of direction and operations from the (ADD PSAP NAME HERE) Center's primary location(s) to the Alternate Facility.
* Provides for the proper storage of backup copies of essential records and other pre-positioned items.
* Designates personnel responsible for assisting the arriving ERG Advance Team.
* Maintains a current roster of designated site support staff.
* Supports periodic coordination visits by (ADD PSAP NAME HERE) Center offices.
* Keeps the Continuity Manager informed of site vulnerabilities or changes in site resources that may impact the effective implementation of the COOP Plan.
* Conducts an annual security risk assessment of the Alternate Facility by security staff to assist in ensuring COOP relocation site readiness.
* Facilitates periodic coordination visits by the Continuity Manager and other critical COOP staff to the Alternate Facility.
* Participates in scheduled tests, training, and exercises as appropriate.

## Reconstitution Coordinator

* Assesses the status of affected facilities (as applicable) and determines how much time is needed to repair the affected facilities and/or the necessity of acquiring new facilities
* Supervises facility repairs, if the decision is made to return to the primary operating facility;
* If (ADD PSAP NAME HERE) Center will not be able to return to the primary operating facility permanently or for an extended period of time, work with Director and DCAMM to obtain appropriate office space for reconstitution.
* Assesses the status of personnel post-incident to determine their availability to return to work
* Informs all personnel that the actual emergency, or the threat of an emergency, and the necessity for continuity operations no longer exists, and instructs personnel on how to resume normal operations;
* Verifies that all systems, communications, and other required capabilities are available and operational at the new or restored primary operating facility and that the organization is fully capable of performing all functions, not just essential ones, at the new or restored primary operating facility;
* Implements a priority-based phased approach to reconstitution by continuing mission essential functions at the alternate operating facility while non-essential functions return to the new or restored primary operating facilities as the organization conducts a smooth transition from one location to the other; and
* Supervises the return of operations, personnel, records, and equipment to the primary or other operating facilities.

## Department/Division Management

* Appoints a point of contact for coordination and implementation of the COOP Plan.
* Keeps the Continuity Manager informed of any changes in the designation of the Department/Division COOP point of contact.
* Identifies mission essential functions to be performed by the Department/Division when any element of the (ADD PSAP NAME HERE) Center is relocated as part of the continuity planning process.
* Identifies those functions that can be deferred or temporarily terminated in the event the COOP Plan is implemented.
* Maintains a current roster of Department/Division personnel designated as ERG members.
* Maintains accountability of staff in the event that the COOP Plan is implemented.

## (ADD PSAP NAME HERE) Center Staff

* Review and understand the procedures in the Occupant Emergency Plan for emergency evacuation of (ADD PSAP NAME HERE) Center facilities.
* Review and understand responsibilities related to COOP support functions and performance of (ADD PSAP NAME HERE) Center mission essential functions at the Alternate Facility.
* Report to work to perform mission essential functions as detailed in this COOP plan or as requested.
* Ensure managers/supervisors have up-to-date contact information.

# Logistics

## Transition of Mission Essential Functions to Alternate Facility

Upon notification of COOP implementation, ERG advance team members will deploy to the designated Alternate Facility from their current location at the time specified during notification (which may be immediate). After arriving at the Alternate Facility, advance team members will, in conjunction with the Alternate Facility Support Coordinator, ready the facility for implementation of mission essential functions by:

* Ensuring infrastructure systems at the alternate facility are fully operational, including power, HVAC, and communications systems such as telephone, Internet, and radio.
* Ensuring sufficient equipment, materials, and supplies are present at the alternate facility to support the restoration of mission essential functions.
* Notifying vendors and service providers that (ADD PSAP NAME HERE) Center operations have been relocated temporarily and provide direction to continue or suspend the provision of services.

When the Alternate Facility is ready, the Advance Team will notify the remaining members of the ERG. Upon arrival at the Alternate Facility, ERG personnel will:

* Report to the advance team lead and receive all applicable instructions and equipment
* Report to their respective workspaces as notified during the check-in process
* Retrieve any pre-positioned information and activate specialized systems or equipment
* Monitor the status of department personnel and resources
* Restore and continue departmental mission essential functions
* Coordinate with the ERG Advance Team or Continuity Manager to resolve issues.

## Return of Mission Essential Functions to the Primary Facility

The Reconstitution Coordinator, with the assistance of (ADD PSAP NAME HERE) Center facilities and IT staff, will assess the ability of the primary facility to resume supporting mission essential functions, ensuring that all systems and capabilities are fully operational, including:

* HVAC
* Sanitation
* Radio and telephone communications
* Internet access and access to data on shared Agency network drives

Once the primary facility is capable of supporting mission essential functions and with the concurrence of the (ADD PSAP NAME HERE) Center Director and Continuity Manager, the Reconstitution Coordinator will supervise the return of operations, personnel, records, and equipment to the facility.

## Interoperable Communications

The success of (ADD PSAP NAME HERE) Center operations at the Alternate Facility depends upon the availability and redundancy of significant communication systems to support connectivity to internal organizations, other agencies, critical customers, and the public. Interoperable communications should provide a capability to correspond with the (ADD PSAP NAME HERE) Center’s mission essential functions, to communicate with other Federal agencies, State agencies, and emergency support personnel, and to access other data and systems necessary to conduct all activities.

## Procurement

(ADD PSAP NAME HERE) Center may need to procure or augment necessary personnel, equipment, and supplies that are not already in place for continuity operations on an emergency basis. The Continuity Manager will coordinate with appropriate personnel to conduct any emergency procurement or hiring activities.

# Testing, Training, and Exercises

## Testing

Testing demonstrates the correct operation of all equipment, procedures, processes, and systems that support (ADD PSAP NAME HERE) Center’s continuity program and ensures that resources and procedures are kept in a constant state of readiness. (ADD PSAP NAME HERE) Center will test the following:

* Alert and notification systems and procedures for all employees and continuity personnel
* Protection, access, and recovery strategies found in continuity and disaster recovery plans for essential records, critical information systems, services, and data
* Internal and external interoperability and functionality of primary and backup communications systems
* Backup infrastructure systems and services, such as power, water, and fuel
* Other systems and procedures necessary to the organization’s continuity strategy, such as the IT infrastructure required to support telework options during a continuity plan activation
* Measures to ensure accessibility for employees and members of the public with access and functional needs

## Training

Training familiarizes individuals with roles, responsibilities, plans, and procedures for conducting mission essential functions and providing critical services when normal operations are disrupted. On a continuous basis, (ADD PSAP NAME HERE) Center will train staff on:

* Expectations, roles, and responsibilities during a continuity plan activation and how these aspects differ from normal operations for all personnel
* Continuity plans and strategies, such as relocation, mutual aid agreements, and telework, for those identified to perform mission essential functions and provide critical services during a continuity plan activation
* Backup communications and IT systems that may be necessary to support or sustain mission essential functions for those expected to use such systems
* Orders of succession and delegations of authority for those individuals filling positions outlined within those documents

## Exercising

Exercises play a vital role in preparedness by enabling partners, stakeholders, and elected officials to shape planning, test and validate plans and capabilities, and identify and address gaps and areas for improvement. (ADD PSAP NAME HERE) Center will exercise the following at least once yearly as part of its overall continuity of operations program:

* Continuity plans and procedures in order to validate the organization’s strategy and ability to continue its mission essential functions and services
* Intra- and interagency backup communications capabilities
* Backup data and records systems required to support mission essential functions for sufficiency, completeness, currency, and accessibility
* Internal and external interdependencies, including support to mission essential functions and services and situational awareness
* Recovery from the continuity plan activation and environment and transition back to normal operations

## After-Action Process

After activating or exercising the COOP Plan, the Continuity Manager will conduct an After-Action Review (AAR) with all department/division heads and ERG personnel as soon as possible following the return to the primary operating facility or establishment in a new primary operating facility. This review will study the effectiveness of COOP plans and procedures, identify best practices and areas of improvement, and document these in an After-Action Report and Improvement Plan.

# COOP Plan Maintenance

To maintain viable COOP capabilities, the (ADD PSAP NAME HERE) Center is continually engaged in a process to designate mission essential functions and resources, define short- and long-term COOP goals and objectives, forecast budgetary requirements, anticipate and address issues and potential obstacles, and establish planning milestones. Following is a list of standardized activities necessary to monitor the dynamic elements of the (ADD PSAP NAME HERE) Center COOP Plan and the frequency of their occurrence.

| **Activity** | **Tasks** | **Frequency** |
| --- | --- | --- |
| Plan update and certification | * Ensure COOP considers current hazards and risks, including natural and manmade hazards, and climate change considerations * Review the entire plan for accuracy. * Incorporate lessons learned and changes in policy and philosophy. * Manage distribution. | Annually |
| Maintain orders of succession and delegations of authority | * Identify the current incumbents. * Update rosters and contact information. | Semiannually |
| Maintain emergency relocation site readiness | * Check all systems. * Verify accessibility. * Cycle supplies and equipment as necessary. | Monthly |
| Monitor and maintain essential records management program | * Monitor the volume of materials. * Update/remove files. | Ongoing |

# Authorities and References

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed below.

**Federal Guidance**

***Federal Continuity Directives (FCDs) 1 and 2.*** These are directive documents intended for federal executive branch departments and agencies. They provide operational direction for developing continuity plans and programs and are intended to achieve seamless integration by providing common standards and parameters to all continuity partners.

**FEMA Continuity Guidance Circular (CGC) 1**. This is a resource for federal and non-federal entities to guide, update, and maintain organizational continuity planning efforts and appropriately integrate and synchronize continuity efforts.

Commonwealth of Massachusetts Guidance

***Governor’s Executive Order No. 144.*** EO 144 requires all Commonwealth Agencies to prepare for emergencies and disasters and to provide emergency liaisons to the Massachusetts Emergency Management Agency/Organization for coordinating resources, training, and operations.

***Commonwealth of Massachusetts Chapter 639 of the Acts of 1950, Chapter 33*.**  The legislation provides basic Civil Defense / Emergency Management responsibilities for meeting dangers presented to the Commonwealth and its people by emergencies and disasters. The document directs preparedness efforts related to the common defense, protection of the public peace, health, security, and safety.

(ADD PSAP NAME HERE) Center Guidance

* (If the PSAP has any applicable policies, add them here)

The (ADD PSAP NAME HERE) Center has designated the following location to serve as an Alternate Facility for the (Add PSAP Name Here)

| **Emergency Relocation Site Information** | |
| --- | --- |
| Facility Name |  |
| Address |  |
| Phone Number |  |
| Alternate Facility Point of Contact |  |
| Directions |  |
| Map |  |

The (ADD PSAP NAME HERE) Center has designated the following location to serve as a tertiary Alternate Facility for the (ADD PSAP NAME HERE)

| **Emergency Relocation Site Information** | |
| --- | --- |
| Facility Name |  |
| Address |  |
| Phone Number |  |
| Alternate Facility Point of Contact |  |
| Directions |  |
| Map |  |

# Appendix B: Emergency Relocation Group

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Functional Title | Name | Work Location | Email | 24-Hour Contact | Advance Team? (Y/N) |
| Manager | \* | \* | See Appendix G.1 | See Appendix G.1 | Y |
| Supervisor | \* | \* | See Appendix G.1 | See Appendix G.1 | Y |
| Supervisor | \* | \* | See Appendix G.1 | See Appendix G.1 | Y |
| Telecommunicator | \* | \* | See Appendix G.1 | See Appendix G.1 | Y |
| Telecommunicator | \* | \* | See Appendix G.1 | See Appendix G.1 | Y |
| IT | \* | \* | See Appendix G.1 | See Appendix G.1 | Y |
| Radio | \* | \* | See Appendix G.1 | See Appendix G.1 | Y |

\*The name and work location will be determined for each incident, dependent on staffing levels available, and relocation of which center, or both, therefore, name and location are intentionally blank on this form.

# Appendix C: Mission Essential Functions

| **Mission Essential Function** | **Recovery Time Objective** | **Responsible Personnel** | |
| --- | --- | --- | --- |
| 911 Call processing | 20 min | (ADD PSAP NAME HERE) Director | |
| **Resources** | |  |
| Manpower via Comtech | |  |
| **Work Location & Space Requirements** | |  |
| \*See Appendix A | |  |
| **Supporting Activities** | |  |
| Answering 911 Calls for (ADD PSAP NAME HERE) | |  |
| **Interdependencies** | |  |
| Comtech and State 911 Department | |  |
| **Expected Costs** | |  |
| Unknown | |  |

| **Mission Essential Function** | **Recovery Time Objective** | **Responsible Personnel** | |
| --- | --- | --- | --- |
| Dispatching | 60 min | (ADD PSAP NAME HERE) Director | |
| **Resources** | |  |
| Go-Kit | |  |
| **Work Location & Space Requirements** | |  |
| \*See Appendix A | |  |
| **Supporting Activities** | |  |
| Dispatching police, fire, EMS, and other public-safety related resources to our member communities. | |  |
| **Interdependencies** | |  |
| (Identify any interdependencies here) | |  |
| **Expected Costs** | |  |
| Staffing | |  |

# Appendix D: Critical Systems

| **Priority** | **System Name** | **Description** | **Mission Essential Functions Supported** | **Current Location** | **Person Responsible** | **Backup (Location)** | **Testing Frequency** |
| --- | --- | --- | --- | --- | --- | --- | --- |
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# Appendix E: Essential records

| **Priority** | **Essential File, Record, or Database** | **Mission essential Functions Supported** | **Format (Hardcopy or Electronic)** | **Person Responsible** | **Pre-positioned at Alternate Facility?** | **Backup Locations or Sources?** | **Update Frequency** |
| --- | --- | --- | --- | --- | --- | --- | --- |
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# Appendix F: Orders of Succession and Delegations of Authority

|  |  |
| --- | --- |
| **Position** | **Line of Succession/ Delegation of Authority** |
| **EXAMPLE:**  **Title: Agency Director** | Primary: *See Contact Appendix for Name/Contact info*  2nd in Charge: Deputy Director  3rd in Charge: Operations Manager |
| **Title: Deputy Director** | Primary: *See Contact Appendix for Name/Contact info*  2nd in Charge: Operations Manager  3rd in Charge: On-duty Supervisor |
| **Title: Operations Manager** | Primary: *See Contact Appendix for Name/Contact info*  2nd in Charge: On-duty Supervisor |

# Appendix G.1: Contact List – Agency

| **Last Name** | **First Name** | **Title** | **Office Number** | **Cell Number** | **Email Address** |
| --- | --- | --- | --- | --- | --- |
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# Appendix G.2: Contact List – Member Community

| **Town / Agency** | **Last Name** | **First Name** | **Title** | **Cell Number** | **Email Address** |
| --- | --- | --- | --- | --- | --- |
| (ADD Town Name HERE) |  |  | Mayor |  |  |
|  |  |  | Police Chief |  |  |
|  |  |  | Fire Chief |  |  |
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# Appendix H: Emergency Staffing Level Response Plan

| **Level I – Normal Operations** **(0-25% FTEs are unable to work)** |
| --- |
| * Ability to fill all staffing positions with minimal overtime (<40 hours per week) * (ADD PSAP NAME HERE) provides all essential functions |
| **Level II – Limited Operations (26-50% FTEs are unable to work)** |
| * (Consider creating an emergency staffing level response plan if the PSAP loses a certain percentage of their workforce due to quarantine or other reasons). This plan should take a tiered approach based on what the PSAP can provide PSAPs may need to adjust the percentages in these levels based on the number of FTEs at their center. |
| **Level III – Limited Operations** **(51% -70% FTEs are unable to work)** |
|  |
| **Level IV – Limited Operations (71%-100%) FTEs are unable to work)** |
|  |

# Appendix I: Business Impact Analysis Summary

Any incident that has the potential to overwhelm the typical, local response capabilities of (ADD PSAP NAME HERE) Center is identified as a risk vulnerability. (ADD PSAP NAME HERE) Center may need to be evacuated and relocate operations in the event of natural hazards, deliberate acts, and technological hazards.

These type of natural hazards, deliberate acts, and technological hazards, including but not limited to:

* Any type of severe weather event
* Hurricane
* Tornado
* Flooding
* Earthquake
* Public Health Emergency
* Mass Casualty Incident
* Active Assailant Incident
* Terrorist attack
* Cyber Incident
* Infrastructure Failure
* Nuclear Power Plant Incident
* Hazardous Materials Incident
* Civil Unrest
* CBRN Incident

In extreme situations, whether natural, deliberate acts or technological hazards (ADD PSAP NAME HERE) Center may be not being capable of maintaining a ready and operational status level.

(ADD PSAP NAME HERE) Center may need to limit services due to employee staffing reductions during a natural hazard or deliberate act.

 The employee may not be able to get to (ADD PSAP NAME HERE) Center, may be too ill to work, or have to self-quarantine.

**What would be the impact if the mission essential function’s performance is disrupted?**

* 911 Emergency calls may have a delay in answer time due to call surges
* 911 Emergency calls may have a delay in answer time due to a reduction in staffing
* Radio communications may be limited or impossible due to technical issues
* Radio communications may be limited due to call surges
* Radio communications may be limited due to a reduction in staffing
* Business calls may go unanswered
* Computer-Aided Dispatch and Records Management Systems may be inaccessible.

**What is the timeframe for unacceptable loss of functions and critical assets?**

(ADD PSAP NAME HERE) Center provides critical services to the public and public safety responders answering and processing 911 emergency calls for service, dispatching responders to emergencies, answering business line telephone calls, and providing services to member community agencies. Loss of functions and critical assets must be planned for in advance, and contingency plans must be in place in order for the minimum services disruption possible.

Risk Mitigation strategies:

(ADD PSAP NAME HERE) has evacuation and relocation plans in place to respond to high risk, low-frequency events in the event of natural hazards, deliberate acts, and technological hazards.

(ADD PSAP NAME HERE) Center maintains a “Go Kit” in the event of the need to evacuate and relocate the operations.

* (List the contents of the Go Kit here)

(ADD relevant risk mitigation strategies here, including any steps taken to address the following: CAD, RMS, Business Phones, Internet, Mobile Data Computers, Lobby Cameras, Fire Alarm Systems, Emergency Notification Systems, or any other Information Technology (IT) backups steps taken. Also include contact information for IT person.)

# Appendix J: Definitions

The following terms or phrases are found in this document.

***Alternate Facility***. Alternate Facilities are locations to which ERG staff can report and implement mission essential functions. Alternate Facilities must be capable of supporting operations in a threat-free environment in the event that mission essential functions and supporting staff are relocated to the site. An Alternate Facility must have sufficient space and equipment to sustain operations for a period of up to 30 days. It should also have available the telecommunication and information systems, records, and databases required to support the implementation of mission essential functions. In some cases, Alternate Facilities may not consist of physical locations but alternative work arrangements such as telework or mobile work.

***Business Impact Analysis (BIA).*** A method of identifying and evaluating the effects that various threats and hazards may have on the ability of an organization to perform its mission essential functions and the resulting impact of those effects.

***Critical Systems.*** Tasks, functions, and systems that are important to the continuation of mission essential functions. Critical systems may include but are not limited to, communications and information systems, and other specialized equipment and systems.

***Continuity Manager*.** Serves as the COOP point of contact. Responsible for coordinating the implementation of the COOP Plan; initiating appropriate notifications inside and outside the Agency/Organization during COOP Plan implementation; being the point of contact for all COOP training, testing, and exercising; assisting ERG efforts at the ERS; and initiating recovery of the Agency/Organization as part of reconstitution.

***Continuity of Government (COG) Plan.*** A reference plan that provides for the continued functioning of constitutional government under all circumstances.

***Continuity of Operations (COOP) Plan.*** An action plan that provides for the immediate continuity of mission essential functions of an organization at an alternative facility for up to 30 days in the event an emergency prevents occupancy of its primary facility.

***Delegation of Authority.*** Delegation of authority ensures appropriate individuals are authorized to act on behalf of the organization head or other officials for specified purposes and to carry out specific duties in order to ensure an orderly transition of responsibilities. Delegations of authority will generally specify a particular function that an individual is authorized to perform and include any restrictions or limitations associated with that authority.

***Devolution.*** The transfer of statutory authority and responsibility from an organization’s primary operating staff and facilities to other staff and alternate locations to sustain essential functions when necessary.

***Emergency Relocation Group (ERG).*** Personnel identified and assigned to perform mission essential functions and deliver critical services in the event of a continuity plan activation.

***ERG Advance Team*.**  ERG personnel who immediately deploy to the Emergency Relocation Site (ERS) upon receiving a COOP warning or activation to initiate actions at the ERS in preparation for the arrival of the main body of Emergency Personnel. Advance Team plus Emergency Personnel constitute an ERG.

***Essential Records*** –Those records an organization needs to meet operational responsibilities under national security emergencies or other emergency conditions (emergency operating records) or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

***Go-Kits.*** A kit prepared by and/or for an individual who expects to deploy to an alternate location during an emergency. Go-Kits should include copies of standard operating procedures, emergency plans, contact lists, and other information or guidance that is not already pre-positioned or accessible from the ERS. The ERG would take these kits to the ERS in the event of a COOP Activation.

***Mission Essential Functions (MEF).***  A subset of organizational functions that are determined to be critical activities. These functions are then used to identify supporting tasks and resources that must be included in the organization’s continuity planning process.

***Occupant Emergency Plan (OEP).*** A short-term emergency response plan which establishes procedures for evacuating buildings or sheltering-in-place in the event a situation poses a threat to the health and safety of personnel, the environment, or property. Such events include a fire, hurricane, criminal attack, or a medical emergency.

***Primary Operating Facility*** – The facility where an organization’s leadership and staff operate on a day-to-day basis.

***Reconstitution*** – The process by which surviving and/or replacement organization personnel resume normal operations.

***Recovery Time Objective.*** The targeted duration of time and a service level within which a business process must be restored after a disruption in order to avoid unacceptable consequences associated with a break in business continuity.

***Relocation Site Support Coordinator*.**  Serves as the COOP point of contact at each ERS. Responsible for the readiness and operational condition of the ERS, as appropriate, including telecommunications, infrastructure, and equipment; and support the billeting and meal needs of the ERG.

***Succession.*** A formal, sequential assumption of a position’s authorities and responsibilities by the holder of another specified position in the event of a vacancy in the office or if a position holder dies, resigns or is otherwise unable to perform the functions and duties of that position.

***Telework.*** A work flexibility arrangement under which an employee performs the duties and responsibilities of his/her position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work.

***Threat Hazard Identification and Risk Assessment (THIRA).*** A hazard identification and risk assessment provide a factual basis for activities proposed in the strategy portion of a hazard mitigation plan. An effective risk assessment informs proposed actions by focusing attention and resources on the greatest risks. The four basic components of a risk assessment are: 1) hazard identification, 2) profiling of hazard events, 3) inventory of assets, and 4) estimation of potential human and economic losses based on the exposure and vulnerability of people, buildings, and infrastructure.

# Appendix K: Acronyms

A-Team Advance Team

AAR After Action Report

BIA Business Impact Analysis

CGC Continuity Guidance Circular

COG Continuity of Government

COOP Continuity of Operations

EOC Emergency Operations Center

ERG Emergency Relocation Group

ERS Emergency Relocation Site

FCD Federal Continuity Directive

GIS Geographic Information Systems

IP Implementing Procedure

IT Information Technology

MEF Mission Essential Function

MHz Megahertz

MITC Massachusetts Information Technology Center

OEP Occupant Emergency Plan

SEOC State Emergency Operations Center

SOP Standard Operating Procedure

THIRA Threat Hazard Identification and Risk Assessment