

***St. Clair County Municipalities Guidelines***

**Continuity of Government (COG)/  
Continuity of Operation Plan (COOP)**

**Draft: March 18, 2008**

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*(Municipality's Name and Logo)*

Continuity of Government (COG)/  
Continuity of Operation Plan (COOP)

## Overview

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St. Clair County's overall Continuity of Government (COG) and the Continuity of Operation (COOP) goals are to ensure essential functions are maintained during any type of disruption that may occur at the local and county level. With the ever-changing threat since the September 11, 2001 terrorist attacks and recent – natural disasters/emergencies such as localized acts of nature, international and domestic terrorists incidents, power outages, technological emergencies and accidents.

These events have increased awareness that governments need to be able to continue essential functions across a broad spectrum of emergencies. Readiness requires all levels of government to demonstrate continued ability of meeting the needs of the people despite the potential fear, chaos, and suffering disasters breed. Discontinuity in the County's ability to conduct the public's business is reflected in lost information, revenue, programs, credibility, and confidence, with increased vulnerability, chaos, and human suffering.

This document provides guidance to departments and agencies for use in developing viable and executable contingency plans for the continuity of operations or government (COOP/COG). COOP/COG planning facilitates the performance of department/agency essential functions during any emergency or situation that may disrupt normal operations.

COOP/COG planning is simply a “best business practice”—part of the fundamental mission of agencies as responsible and reliable public institutions. For years, COOP/COG planning had been an individual agency responsibility primarily in response to emergencies within the confines of the organization. The content and structure of COOP/COG plans, operational standards, and interagency coordination, if any, were left to the discretion of the agency. The changing threat environment and recent emergencies, including localized acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have shifted awareness to the need for COOP/COG capabilities that enable agencies to continue their essential functions across a broad spectrum of emergencies. Also, the potential for terrorist use of weapons of mass destruction has emphasized the need to provide leaders a capability which assists in assurance of continuity of essential government functions.

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**St. Clair County Municipalities  
Continuity of Government (COG) and  
Continuity of Operation Plan (COOP)**

**Essential Function Section**

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## ESSENTIAL FUNCTIONS

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As defined by Federal Preparedness Circular 65; Essential functions are those functions that enable agencies to provide vital services, exercise civil authority, maintain safety and well being of the general populace, and sustain the industrial/economic base in an emergency.

The identification and prioritization of essential function establishes the planning parameters that drive the agency's efforts in planning and preparedness areas. Agencies should carefully review all of their organization's missions and functions before determining those that are essential. Improper identification of essential functions can have a negative impact on the entire COG/COOP plan, because other aspects of the plan are designed around the supporting these functions. If any agency fails to identify a function as essential, it will not make the necessary arrangement to perform that function. If it identifies too many functions as essential, it risks being unable to adequately address all of them. In either case, the agency increases the risk that it will not be able to perform its essential function in a COG/COOP situation.

Planning elements related to essential functions must also include identification of partners integral to program delivery, testing data exchanges between partners, developing complimentary COG/COOP plans, sharing key information on readiness with other partners and the public, and taking steps to ensure the agency's essential functions will continue in a COG/COOP situation. Consideration must be given to department and agency interdependencies to ensure the continued delivery and performance of essential functions across the full spectrum of threats and "All Hazards" emergencies.



## FUNCTION QUESTIONNAIRE

The objective of this worksheet is to determine essential municipality function and develop measures to minimize loss in the event of a disaster. If, at any point, the function is determined NOT to be essential, it is not necessary to complete the questionnaire for that function.

Function: Human Resources - Payroll

Services The Function Provides: Have staff/personnel available to continue day to day operations

Other municipal functions and/or other agency that depends on this function: Treasures, Information Technology, Accounts Payable, Purchasing, Bank Industry, Department submitting employees timecards.

*(Use reverse side if additional space is needed)*

1. The loss of this function would have the following effect on the agency:

- A. Catastrophic effect on the agency or some divisions
- B. Catastrophic effect on one division
- C. Moderate effect on the agency
- D. Moderate effect on some divisions
- E. Minor effect on the agency or some divisions

2. How long can this agency function continue without its usual information systems support? Assume the loss of support occurs during your busiest, or peak, period. Check one only.

Hours		Up To 1 Week	
Up To 1 Day		Up To 1 Month	
Up To 2 Days		Other (Please Specify)	
Up To 3 Days			

Indicate the peak time(s) of year and/or a peak day(s) of the week and/or peak or most critical time of the day, if any, for this function or its associated applications.

(Month)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
(Day)	Sun	Mon	Tues	Wed	Thurs	Fri	Sat					
(Hour)	1	2	3	4	5	6	7	8	9	10	11	12
	13	14	15	16	17	18	19	20	21	22	23	24

3. Are there any other peak load or stress considerations? Depending on the timeframe when the incident occurs during the payroll process will determine how long it will take to cut a check. Also, prior to a check being cut, other personnel will enter changes in benefits, taxes and deductions.

4. Have you developed/established any backup procedures (manual or otherwise) to be employed to continue agency functions in the event that the associated applications are not available? Two other people in the Human Resource Department can cut checks

If yes, how often have those procedures been tested? Yes, twice a year

5. The loss of this function would have the following legal ramifications due to regulatory statutes, contractual agreements, or law: (Specify the area of exposure)  
Taxes are regulatory and date driven. Penalty and fines will occur if the if tax reports are not filled timely.

6. The loss of this function would have the following negative impact on personnel in this agency? No personnel will show up for work

7. The loss of this function would keep us from supplying the following services to the public and other county or state entities: There will be no one to do the work

8. Specify any other factors that should be considered when evaluating the impact of the loss of the function: Having an off-site location or having the ability to access the network from home. Having a hard copy of records and cutting checks manually

9. Are there ANY other dependencies (staff, partner, vendor, software, unique resources, etc.) not already identified above? The banking industry –Your bank who holds or deposits the money in, employees banks for direct deposit, Treasurer, Account Payable for employee deductions – Friend of the Court garnishments, Purchasing to purchase the equipment and supplies for cutting the check.

10. Does an analysis of the responses to the above questions indicate that this function should be considered “essential” to the agency? If yes, indicate below when such label is appropriate:

Always	
During The Following Period Of The Year	
During The Following Time Of The Month	
<b>During The Following Time Of The Week</b>	Monday, Tuesday and Friday
Other Time Period. Specify.	







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**St. Clair County Municipalities  
Continuity of Government (COG) and  
Continuity of Operation Plan (COOP)**

**Agency Interdependencies Section**

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**St. Clair County Municipalities  
Continuity of Government (COG) and  
Continuity of Operation Plan (COOP)**

**Delegation of Authority Section**

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## DELGATION OF AUTHORITY

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To ensure rapid response to any emergency situation and minimize disruptions requiring COOP implementation, agencies should pre-delegate authorities for making policy determinations and decisions at headquarters, regional, county, local municipalities, field, satellite, and other agency locations, as appropriate. Delegations of authority specify who is authorized to act on behalf of the agency head or other officials for specified purposes. To the extent possible, individuals should be identified by title or position, not by name. Generally, pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have been reestablished. To ensure legal sufficiency and clarity, these delegations of authority must:

1. Document the legal authority for officials, including those below agency head, to make key policy decisions during a COOP situation.
2. Identify the programs and administrative authorities needed for effective operations at all agency levels having essential functions.
3. Document the necessary authorities where essential functions may be required to include:
  - a. Delineating the limits of authority and accountability;
  - b. A statement that explicitly outlines the authority of an official to whom authority has been delegated to exercise agency direction, including any exceptions, and their authority to re-delegate functions and activities, as appropriate; and
  - c. The circumstances under which delegated authorities would be exercised and when they would terminate.
4. Ensure that officials who might be expected to assume authorities in a COOP situation are trained to carry out their emergency duties. Training of these officials should be conducted at least annually.

AUTHORITY TO BE DELEGATED

In this task, using the samples lines as a model, identify and describe the authority, and list those conditions that will trigger delegation of authority.

<b>Authority</b>	<b>Type Of Authority</b>	<b>Position Holding Authority</b>	<b>Triggering Conditions</b>
<i>Close The Office(s)</i>	<i>Emergency Authority</i>	<i>Office Manager</i>	<i>When conditions make coming to or remaining in the office unsafe for staff and customers</i>
<i>Authorize Emergency Expenditures</i>	<i>Emergency Authority</i>	<i>Comptroller; Agency Head</i>	<i>When the Agency Head or designated official has declared an official emergency</i>
<i>Make Budgetary Proposals Or Amendments</i>	<i>Substantive Authority</i>	<i>Agency Head; Comptroller</i>	<i>When the Agency Head and Comptroller are not available</i>



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**St. Clair County Municipalities  
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Continuity of Operation Plan (COOP)**

**Order of Succession Section**

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## ORDER OF SUCCESSION

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Orders of succession should be accomplished to support day-to-day operations. Succession to office is critical in the event that the department or agency leadership is debilitated or incapable of performing their legally authorized duties, roles, and responsibilities. Departments and agencies are responsible for establishing, promulgating, and maintaining orders of succession to key positions. The steps required to develop orders of succession:

Remember that orders of succession procedures include the conditions under which succession will take place, the method of notification, and any organizational limitation on the authorities. Orders of succession are included with the agency's vital records.

*Order of succession form:*

- Identify and list in each cell the key department/agency position (at least three deep)
- Then identify three successors for each of the key positions that could perform the job function in their absence
- Identify the three key department/agencies emergency duties and training dates.

# Order of Succession

Complete a worksheet for each essential function. In the first column below, list the key positions identified in the Worksheet, Essential Functions and Key Positions. Then in the remaining columns, list the positions that would assume the authority of the key position if it became vacant unexpectedly, i.e., illness, injury, special assignment, termination of employment, etc. Consider the qualifications necessary to perform in the key position, and the qualifications of the successor positions, as well as organizational and geographical proximity. The same successors may be named for different key positions, but avoid designating the same position / person as the first successor to several key positions.

Key Position		Chief Elected Official		
Title of Successor 1:	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 4	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 5	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 7	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 7	Successors Name	Home Number	Work Number	Cell Number
Key Position		Public Information Officer		
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number

Key Position		Safety Officer			
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number	
Key Position		TBD			
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number	
Key Position		TBD			
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number	
Key Position		Agency (TBD)			
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number	
Key Position		Agency (TBD)			
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number	
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number	

Key Position				
Damage Assessment				
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number
Key Position				
Logistics Position				
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number
Key Position				
Finance Position				
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number
Key Position				
Administration Position				
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number
Key Position				
Planning Position				
Title of Successor 1	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 2	Successors Name	Home Number	Work Number	Cell Number
Title of Successor 3	Successors Name	Home Number	Work Number	Cell Number

**St. Clair County Municipalities  
Continuity of Government (COG) and  
Continuity of Operation Plan (COOP)**

**Vital Records and Databases Section**

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## Vital Records and Databases

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The identification, protection, and ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a COOP situation is another critical element of a viable COOP plan. Agency personnel must have access to and be able to use these records and systems in conducting their essential functions. They must also have procedures for protecting and updating them. As a minimum, categories of these types of records are

- (1) **Emergency Operating Records:** These include records and databases essential to the continued functioning or reconstitution of an agency during and after a COOP event. Examples are emergency plans and directives, orders of succession, delegations of authority, staffing assignments, and related records of a policy or procedural in nature that provide agency COOP personnel with the guidance and information resources necessary for conducting operations during a COOP situation, and for resuming normal operations at its conclusion.
- (2) **Legal and Financial Records:** These include vital records critical to carrying out an agency's essential legal and financial functions, protecting the legal and financial rights of individuals directly affected by its activities. Include records having such value that their loss would significantly impair the execution of essential agency functions, to the detriment of the legal or financial rights and/or entitlements of the agency or of the affected individual(s). Examples of this category of vital records are accounts receivable; contracting and acquisition files; official personnel records; Social Security, payroll, retirement, and insurance records; and property management and inventory records.

COOP Plan must account for the identification and protection of the vital records, systems, data management software and equipment, to include classified or other sensitive data, as applicable, necessary to perform essential functions, and to reconstitute normal agency operations after the emergency. To the extent possible, agencies should pre-position and update on a regular basis duplicate records or back-up electronic files.

## VITAL RECORDS

Using the information gathered in the Resource Requirements for Critical Processes and Services Supporting Essential Functions Worksheet, list those records that are absolutely necessary for the continued operation of critical process or services for 14 days. Do not include records that may be useful but are not essential to performing the service. Also, indicate whether these records are time-critical – needed within 72 hour of an emergency.

Vital Record	Description	Associated Critical Service or Process	Form of Record	Type of Record	Time Critical?
Emergency Operation Plan	Plans that outline procedures for the division during an emergency	Operations	Paper and Electronic	Emergency	Yes
Payroll	Employees salaries and earnings or employees	Supports all essential functions	Electronic	Financial	No

## VITAL RECORDS PROTECTION METHODS

For each vital record identified in the Vital Records Worksheet, list where the records are kept; how often they are backed up or revised; and any particular methods of protection including security measures. These vital records that have no protection other than backup or duplicate copies may be candidates for additional protection measures. In those cases, consider and recommend additional protection methods in the last column.

Vital Record	Storage Location	Maintenance Frequency	Current Protection (s) Methods	Additional Protection Methods
Emergency Operation Plan	Microfilm copies at headquarters; hard copies in office of management personnel	Reviewed Revision Annually		
Payroll	Off-site storage facility	Backed up weekly on Mondays	Second database maintained in separate system at a secured site	Checks locked up in a safe







**St. Clair County Municipalities  
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**Communication System Support Section**

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## Communication System Support

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When identifying communications requirements, agencies should take maximum advantage of the entire spectrum of communications media likely to be available and needed in any emergency situation. These services may include, but are not limited to: secure and non-secure voice, video, fax, and data connectivity; Internet access; and e-mail. Elements of a viable interoperable communications program include:

1. Capability commensurate with an agency's essential functions, including quantity as per the staffing plan within an agency COOP.
2. Ability to communicate with COOP personnel, other agency employees, leadership, and other agency elements, to include bureaus, regions, and field offices.
3. Ability to communicate with the EOC, ECC, Planning Districts and their COOP sites, and critical departments and customers.
4. Access to data, systems, and services necessary to conduct essential functions and support activities. Agencies are required to review redundant IT equipment countermeasures that provide access to data systems and services to conduct essential functions and support activities.
5. Redundant communications systems for use in COOP implementation.
6. Redundant communications systems available to support COOP operational requirements within 12-hours of COOP activation and sustained for up to 30-days.
7. Interoperability with existing field infrastructures.

***To identify required interoperable communications systems, agencies must:***

1. Based on their essential functions; determine the communications system requirements necessary to support essential functions.
2. Evaluate potential communications systems that satisfy these requirements. Consider the full spectrum of communications media that may be available during an emergency.
3. If the agency is listed in the COOP Communications Plan, test on a quarterly basis, the agency's COOP communications systems, including the ability to communicate with the EOC, ECC, Planning Districts, municipalities' interdependent agencies, and their COOP sites. All other organizations should also validate their internal and external communications capabilities at their alternate operating facilities quarterly or more frequently as directed.

## COMMUNICATION SYSTEMS SUPPORTING ESSENTIAL FUNCTIONS

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Complete a separate worksheet for each essential function. Review information already gathered on vital systems and equipment for clues on communication systems that support critical processes and services, and in turn, their associated essential functions. In this chart, list the current vendor and its contact information: the services, the vendor is currently providing the agency; and any special emergency services the vendor has to offer.

**Essential Function:** \_\_\_\_\_

Communication Mode	Current Provider/Vendor	Contact Name and Emergency Number	Provider/Vendor Address	Service Provided	Special Services Available
Landlines					
Fax Lines					
Data Lines					
Cellular Lines					
Pagers					
Email					
Internet Access					
Blackberry and Other Personal Digital Assistants (PDAs)					
Radio Communication System					
Other					

## ALTERNATE MODES OF COMMUNICATION

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Copy the information gathered in the Communication Systems Supporting Essential Functions Worksheet into this table and identifies alternative providers and /or modes of communication. Communication systems already in place can be named as alternate modes for other modes of communication. For example, radios could be an alternative mode communication for voice lines.

<b>Communication Mode</b>	<b>Current Provider/Vendor</b>	<b>Alternative Provider</b>	<b>Alternative Mode #1</b>	<b>Alternative Mode #2</b>
Landlines				
Fax Lines				
Data Lines				
Cellular Lines				
Pagers				
Email				
Internet Access				
Blackberry and Other Personal Digital Assistants (PDAs)				
Radio Communication System				
Other				

## PREVENTIVE CONTROLS FOR COMMUNICATION SYSTEMS

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Complete a worksheet for each facility and indicate whether the facility is a primary or alternate work site. Identify all the optimal preventative controls for each communication system and then list the preventative controls currently in place for that mode of communication.

Work Site:

Primary Site

Alternate Site

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Communication Mode	Optimal Preventative Controls	Preventative Controls Currently in Place
Landlines		
Fax Lines		
Data Lines		
Cellular Lines		
Pagers		
Email		
Internet Access		
Blackberry and Other Personal Digital Assistants (PDAs)		
Radio Communication System		
Other		

**St. Clair County Municipalities  
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**Alternate Facility or Worksite Section**

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## ALTERNATE FACILITY or WORK SITE

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All agencies shall designate alternate operating facilities as part of their COG/COOP plans, and prepare their personnel for the possibility of an unannounced relocation to these facilities. Identifying and acquiring alternate operating facilities should, at a minimum, include consideration of the following:

1. Geographical location of the facility.
2. Power, telecommunications and internet grids serving the facility.
3. Performing a risk assessment.
4. Ensuring the availability of necessary logistics and infrastructure so that the organization can continue to perform their essential functions during an emergency from an alternate location.
5. Reducing or mitigating disruptions to relocated or transferred operations.
6. Safety and security of relocated personnel.
7. Achieving a timely and orderly recovery from an emergency and resuming full and normal operations.

### PLANNING CONSIDERATIONS:

The following is provided for the identification and preparation of alternate operating facilities for continuity operations:

1. Location of Facilities: Agencies should perform an all-hazard risk assessment for all facility (ies) being considered for COOP use. This all hazards analysis should include identification of all natural hazards that may affect the facility; the potential for the facility to be impacted by technological accidents such as fixed-facility and in-transit releases of hazardous materials; the ability to secure the facility against crime, sabotage, and terrorist attacks; and the capabilities of on-site and/or local first responders. Alternate operating facilities must be located in an area where disruption to the agency's ability to initiate, maintain, and terminate operations is minimized. Maximum use should be made of existing agency local or field infrastructures, and consideration should also be given to other options such as telecommuting locations, work-at-home agreements, virtual offices, and joint or shared facilities. Additionally, decisions concerning alternate operating facility locations should take into consideration the following:
  - a. The ability to be operational as soon as possible with minimal disruption of operations, but in all cases within 12 hours after COOP activation and to sustain operations until normal business operations can resume, which may be up to 30 days.

- b. The distance from the threat area to any other vulnerable facilities/locations (e.g. hazardous materials/nuclear power plants, or areas subject to natural disaster).
  - c. Access to essential resources such as food, water, fuel, medical facilities, and municipal services (e.g. fire, police).
  - d. The accessibility of transportation for associates or a defined transportation plan that describes procedures for a warning/no warning event.
  
- 2. Construction: Since alternate operating facilities will be located at a sufficient distance from the affected facility and in a relatively low-risk environment, no specific construction requirements are identified. However, an agency's entire alternate facility space should have the ability to run emergency power to allow essential functions and operations to continue in any environment. At a minimum, facilities should be constructed such that they are not uniquely susceptible to natural disaster risk factors (e.g. tornadoes, floods, etc.).
  
- 3. Memorandum of Agreement (MOA)/Memorandum of Understanding (MOU): If the facility is not owned or leased by the agency, a signed MOA/MOU must be prepared with the owner or occupant of the facility. This MOA/MOU must be reviewed annually. Municipalities should pre-coordinate with facility owners to provide assistance in sourcing potential relocation sites is recommended. MOA/MOUs should include the following:
  - a. Time period from notification of requirement to availability of facility for Occupancy.
  - b. Space and services to be provided.
  - c. Sole use of allocated space during the period of occupancy.
  
- 4. Space: Agency alternate facility space requirements should be sized according to the scope of their staffing plan for Personnel within the COOP. Contiguous space is desirable; however, non-contiguous space may be acceptable if adequate communications are in place to ensure effective operations of the relocated agency.
  
- 5. Housing: If the alternate facility is located at a distance from the primary site, plans should be developed to address housing for COOP personnel (e.g. housing within facility or local motels).
  
- 6. Site Transportation: Transportation resource requirements, if any, should be met at the relocation sites (e.g. buses, automobiles).
  
- 7. Communications: Communications at the alternate facility is required to be consistent with your agency COOP staffing plan during any event. Communications should be provided in sufficient quantity and mode/media to

- effectively interface with other agency elements (e.g. regional offices), other agencies, and other government and private sector organizations (including key operations centers) critical to the performance of agency essential functions. Secure/non-secure communications requirements should be incorporated.
8. Security: Alternate facilities must provide physical security that meets all requirements established by annual threat assessments and physical security surveys. Required physical security capabilities must be tested/exercised annually and be in place within 12 hours of COOP plan activation. Sufficient personnel should be designated to provide perimeter, access, and internal security functions as required by agency policy. Technologies for access, surveillance, and early warning of intrusion should also be considered as part of an alternate facility physical security program.
  9. Life Support: Most life support items should be available from external sources (e.g. food, water, medical services, sanitation, and power); however, if not, they must be accessible to the facility in sufficient quantities to sustain 30 days of operations. In addition, unique items such as medical supplies, medical records, or housekeeping supplies should be brought to the facility with the relocated personnel or maintained within the facility.
  10. Preparation: After selecting appropriate sites for COOP, pre-positioning of critical resources, coordination with the site facility managers and agreements between the agency and property owners are necessary to ensure the continued availability of facility space and services. Agencies must have pre-positioned or have detailed site preparation and activation plans in order to achieve full operational capability within 12 hours of notification.
  11. Maintenance: Agencies should develop facility maintenance and inspection procedures to ensure that their alternate operating facilities are able to support COOP essential functions and personnel as soon as possible with minimal disruption of operations, but in all cases within 12 hours of COOP activation and for up to 30 days.

## ALTERNATE FACILITY PROCESSES AND CONSIDERATIONS

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In this step, an agency should consider any and all possibilities for identifying and obtaining alternate operating facilities. Some of these options are as follows:

1. Existing agency space.
  - a. Remote/offsite training facilities – Facilities may include agency training Facility that is located nearby their normal operating facility, but far enough away to provide for geographical dispersion.
  - b. Regional or Field Offices – Some agencies have a Regional Office or Field Office that could operate as an alternate operating facility.
  - c. Remote headquarters operations – Some agency headquarters are of such size that their operations and facilities extend beyond the limits of their host city. One of these locations could act as an alternate operating facility.
2. Virtual offices.
  - a. Work at Home – Many agencies may have programs to allow employees to work from home. This arrangement could be utilized for some COOP personnel to fulfill their essential functions.
  - b. Telecommuting facilities – These facilities may accommodate some COOP personnel on a prearranged basis so that they can fulfill their essential functions.
  - c. Mobile office concept – This concept envisions using such assets as a specially equipped vehicle that can serve as an office and laptop computers that communicate via wireless technology.
3. MOA/MOU for co-location with another agency. One agency may relocate to another agency's facilities. The relocating agency could occupy available space in the other agency's headquarters, training facility, field office, or other available agency space.
4. Participation in a joint-use alternate operating facility.
  - a. Single-use total space, multi-use limited space – Several agencies may pool their resources to acquire space for an alternate operating facility. If a COOP incident occurred, the affected agency would relocate to the facility. However, if the incident affected several or all of the agencies, sufficient space may not be available.
  - b. Multiple agencies, individual spaces – An agency may decide to collocate with another agency, but each would have individually designated space to meet their alternate operating facilities needs.
  - c. Multiple uses (COOP/telecommute/training) – An agency may acquire an alternate operating facility, but ordinarily use it for purposes other than COOP. For instance, an agency may use the facility as a remote telecommuting

facility or as a remote training facility. Care must be taken to ensure that shared facilities are not over-committed during a COOP situation.

5. Alternate operating facility reevaluation. Identified alternate operating facilities must be periodically reevaluated for suitability and functionality. This is recommended at least annually and whenever the agency's COOP is reviewed and updated to ensure that alternate operating facilities continue to meet agency needs.









## RESTORATION AND RECOVERY RESOURCES

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List all record recovery and restoration resources, contact information and services available below; include evening holiday, and emergency/ alternative contact information, as well as contact information for regular business hours.

Company Name	Contact Name	Address/Phone	Services