

CONTINUITY OF **OPERATIONS PLAN**



CITY OF DUNES CITY, OREGON

2017

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Approvals

This Continuity of Operations Plan (COOP) was prepared by the Dunes City Ad Hoc Committee on Emergency Preparation to develop, implement and maintain a viable COOP Capability. This COOP complies with internal agency policies, state and local regulations, and has been distributed internally within the City of Dunes City and with external agencies that this plan may affect.

Dunes City's mission is to preserve the unique character, historical and rural fabric, and environmental beauty that define Dunes City to its residents. This will be accomplished through the core values of service, integrity, positive solutions, and cooperation.

To accomplish this mission, Dunes City must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing Dunes City's Continuity of Operations Plan and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

Key Dunes City personnel who are relocated under this plan are collectively known as the Emergency Relocation Group. Upon plan activation, these members will deploy to Dunes City Hall. Upon arrival, continuity personnel must establish an operational capability and perform essential functions within 12 hours from the time of the activation of the Continuity Plan, for up to a 30 day period or until normal operations can be resumed.

This plan has been developed in accordance with guidance in Executive Order (EO) 12656, *Assignment of Emergency Preparedness Responsibilities*; National Security Presidential Directive – 51/Homeland Security Presidential Directive – 20/*National Continuity Policy*; Homeland Security Council, *National Continuity Policy Implementation Plan*; Federal Continuity Directive (FCD) 11, *Federal Executive Branch National Continuity Program and Requirements*, February 2008; Dunes City Council Resolution Series 2017, Number ____ (____); and other related Directives and guidance.

REBECCA RUEDE
MAYOR
CITY OF DUNES CITY, OREGON

Record of Changes

When changes are made to the continuity plan outside the official cycle of plan review, coordination, and update, planners must track and record the changes using a record of changes table. The record of changes will contain, at a minimum, a change number, the date of the change, the name of the person who made the changes, and a description of the change.

Change No. _____ Date _____ Name of Individual Making Change _____

Section _____

Description of Change: _____

Change No. _____ Date _____ Name of Individual Making Change _____

Section _____

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Change No. _____ Date _____ Name of Individual Making Change _____

Section _____

Description of Change: _____

Record of Distribution

The record of distribution indicates the title and the name of the person receiving the plan, the agency to which the receiver belongs the date of delivery, the method of delivery, and the number of copies delivered. The record of distribution can be used to verify that tasked individuals and organizations have acknowledged their receipt, review, and/or acceptance of the plan.

[illegible]

Executive Summary

The City of Dunes City's mission is to preserve the unique character, historical and rural fabric, and environmental beauty that define Dunes City to its residents. This will be accomplished through the core values of service, integrity, positive solutions, and cooperation.

To accomplish this mission, Dunes City must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing Dunes City's Continuity of Operations Plan and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions. While the severity and consequences of an emergency cannot be predicted effective contingency planning can minimize the impact on Dunes City's missions, personnel, and facilities.

The overall purpose of continuity of operations planning is to ensure the continuity of the National Essential Functions (NEFs) under all conditions. The current changing environment and recent emergencies including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity of operations capabilities and plans that enable agencies to continue their essential functions across a spectrum of emergencies. These conditions, coupled with the potential for terrorist use of weapons of mass destruction, have increased the importance of having continuity programs that ensure continuity of essential government functions across all levels of government.

Dunes City's Administrator is responsible for overseeing the operations of all Dunes City department functions. They maintain life safety and provide services for the community. The Continuity of operations Plan (COOP) is authorized under the authority of the City Council of Dunes City and is one of the emergency plans intended to prepare for, respond to, and recover from a disaster.

The COOP encompasses necessary guidelines to quickly recover and resume mission essential functions within 12 hours. The COOP can be partially or fully activated depending on the scale and severity of the incident. The City Administrator is responsible for activating the COOP; and should only be activated when normal operations are disrupted for an extended period of time. This COOP recognizes that full recovery of normal operations may take weeks and will require flexibility and the ability to adapt to challenging conditions.

Introduction

A COOP establishes policy and guidance to ensure the execution of mission essential functions during an emergency situation that disrupts the entity and/or a service area of the entity. COOP can also be used for the timely resumption of normal operations once the emergency has ended. The goal of continuity planning is to reduce the consequences of any disruptive event to a manageable level, and may require the relocation of selected personnel and functions.

Purpose

This COOP has been created for the City of Dunes City, Oregon. This COOP establishes policy and guidance to ensure the execution of mission essential functions in the event that an emergency threatens or incapacitates operations. The City of Dunes City has operations that must be performed, or rapidly and efficiently resumed in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency on our staff, our facilities and our mission. This COOP ensures that Dunes City:

- Has the capability to implement the COOP with and without warning.
- Is prepared to respond to emergencies, recover from them and mitigation against their impacts.
- Is prepared to provide critical services in an environment that is threatened, diminished or incapacitated; no later than 12 hours after the activation of the COOP.

Applicability and Scope

The provisions of this document are applicable to the City of Dunes City. Support from other organizations as described will be coordinated by the Entity Manager with the West Lane Emergency Operations Group Emergency Management Coordinator in the manner and means as described in the WLEOG Emergency Operations Plan dated 2015, as amended from time to time.

This COOP describes the activation process within 12 hours of an event. The COOP can be activated during duty and non-duty hours, both with and without warning.

The COOP will apply to situations that:

- Occur over an extended period of time; not to be activated for temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored to the primary facility within a short period.
- Require the relocation of mission essential functions of the City of Dunes City s determined by the Entity Manager.
- Continuity of management and decision-making processes have been disrupted, in the event senior administration are unavailable.

The COOP has been distributed to senior administration in Dunes City and they have granted their approval.

Policy

The City of Dunes City Administration recognizes the urgency and need for continuity of essential functions. It is the responsibility of Dunes City to respond quickly in the event of an emergency; to provide support of the citizens, emergency management and response agencies, and other agencies and jurisdictions that may also be affected.

Therefore, it is the policy of the City of Dunes City that a viable COOPP is established, maintained and reinforced by comprehensive training to ensure high levels of service quality and availability, as a means to:

- Avoid, intervene, or stop an incident from occurring in order to protect lives and property.
- Reduce the vulnerability of critical infrastructure by deterring, mitigating, neutralizing terrorist attacks, major disasters, and other emergencies.
- Reduce hazard related losses with the goal of ensuring the safety and security of citizens, infrastructure protections, and economic stability.
- Address the short term and direct effects of an incident including immediate actions to save lives, protect property, and meet basic human needs.
- Restore vital services, personnel, social and economic well-being of citizens, and restore the community to pre-event or updated conditions.

Procedures have been developed to support the resumption of these time sensitive functions in the event of a disruption. The COOP confirms to the acceptable insurance, regulatory and ethical practices and is consistent with the City of Dunes City's policy, plans and procedures.

Objectives

The objective of the COOP is to ensure the capability to continue mission-essential functions when confronted with an emergency situation. The objectives of this plan include:

- Ensuring the safety of Dunes City employees, reducing the loss of life and minimizing damages and losses.
- Ensuring continuous performance of mission essential functions.
- Protecting essential facilities, equipment, records and other assets.
- Providing a line of succession for senior administration and technical staff.

- Facilitating decision-making authority for the execution of the COOP.
- Fulfilling the agency's responsibilities in local, regional, state and federal emergency operations plans.
- Achieve timely recovery and resumption of mission essential services for the community.

Planning Considerations and Assumptions

In accordance with State guidance and emergency management principles, a viable COOP capability:

- Must be maintained at a high level of readiness.
- Must be capable of implementation: with and without warning.
- Must be operational within 12 hours after activation.
- Must maintain sustained operations for up to 30 days.
- Will be executed by a trained and equipped COOP Response Team
- COOP procedures are clear and sufficiently detailed, so that someone other than the primary individual can understand them.

COOP Pre-Planning

Staff Family Preparedness

All staff, including those not specifically assigned to the COOP Response Team, should be prepared for and aware of the COOP activation procedures. The activation process requires staff to be available and prepared to respond and support the entity during an emergency. Entities should consider providing resources for staff and their families regarding emergency planning. It is necessary that staff families are prepared for emergencies, so the staff may respond to work in the event of a disruption. The COOP Toolkit for family emergency planning resources is included in Appendix A.

Continuity of Facilities

All organizations as part of their continuity plans and procedures should designate an alternate continuity facility. The Entity Manager will establish Memorandums of Understanding (MOUs) with Facility Managers and other organizations to provide basic support to the City of Dunes City during the activation of the COOP. The MOUs should be reviewed annually and specify:

- **Required Activation Time:** This is the amount of time between the notifying the owner of the need to use the alternate facility and the facility being available for occupancy by the entity.
- **Space and Services:** To be provided at the facility; room dimensions, office space, computers, phones, back-up power, printers, desks, sanitary services, etc.
- **Sole Use of Facility:** This allocates the facility to be solely occupied by the entity during COOP activation.

The alternate facility should replicate essential capabilities by providing systems that are used in daily activities within the primary facility. Entities in small jurisdictions may simply lack the physical space to be able to relate mission essential functions to an alternate facility that is geographically removed from the threat. With this in mind, consider Memorandums of Understanding with neighboring jurisdictions. Entities to consider are school districts, special districts (fire, public works), neighboring cities or counties. Reference Annex B for a Sample MOU.

Consider Agility Recovery Solutions as a relatively new resource for CIS Members; many members have already established MOUs with local organizations, in the event they need additional or an alternative workspace to continue operations. Agility Recovery Resources may not be available for up to 48 hours upon request so it is still important to consider developing or maintaining MOUs that have already been established. It may be most efficient to transfer operations to an immediately available workspace provided by an MOU, and consider transitioning operations when workspace has arrived through Agility Recovery within the next 48 hours. Reference Annex C, for more information on selection considerations for an alternate facility.

Drive-Away Kits

In the event the City of Dunes City must transition operations to an alternate facility; a drive-away kit is pre-loaded with reference material and logistical support items needed to perform mission essential functions. Some of the contents of the drive-away kit may consist of: vital records, entity plans and procedures, local and state statutes and executive orders. These items must be kept up to date and accessible.

Agility Recovery Solutions - *MyAgility*

All CIS Members with property coverage are automatically provided access to Agility Recovery Solutions for assistance with disaster recovery and COOP planning. Agility Recovery provides assistance for backup power, technology and physical work space. It also provides remote backup resource for critical information that will assist in resuming essential functions; all member specific information is stored in your agency specific *MyAgility* account. Reference the Agility Recovery Implementation Plan in the COOP Toolkit to begin specifying entity resource needs.

MyAgility can be used for all of the following:

- Agency contacts:
 - In *MyAgility* create a list of staff contacts; with office and personal contact information: office, home and cell phone numbers (with providers), e-mail, etc.
 - For each of the contacts, define their technology needs: computer, phone, internet, software so that Agility Recovery Solutions recognizes the specific needs of each staff member.
 - Generate a list of vendors with contact information and other external contacts: Agility Recovery Solutions – Josh Smith, CIS Risk Manager, Local Emergency Management Officials, etc.
- Remote storage of vital records:
 - Utilize *MyAgility* for remote backup of vital records essential to the continued functioning of the agency; emergency plans and personnel log-ins, passwords and software activation codes.
 - If a more secure backup of vital records is needed, Agility Recovery can recommend a trusted resource for remote storage. Vital records critical to carrying out essential legal and financial functions;
 - Accounts receivable
 - Social Security
 - Payroll
 - Insurance Records
- Identifying a primary alternate facility site, and a secondary facility site; document power and office space requirements.
- Drafting and storing a user-guide for *My Agility* so that any staff can access the resource.

Communication Continuity

Communication within an entity and between entities is essential in continuing mission essential functions during an emergency situation. Should an unexpected situation occur and disrupt normal communications, the City of Dunes City should identify the type of communication line (phone, fax) to the provider, and the provider will then contact Agility Recovery. All internal and external calls will be redirected to an active line provided by Agility Recovery.

Security and Access Controls

It is the responsibility of the Entity Manager to pre-plan for security concerns involving an alternate facility. It is required by Agility Recovery Solutions.

The Entity Manager will ensure the following:

- Plans and procedures that will establish a goal of duplicating the level of security established at the primary facility.
- Maintain security at the primary facility and the alternate facility.
- Consider technologies such as: video surveillance, private vendor security personnel or local law enforcement.
- Augmentation of security will be based on the emergency and/or threat.

Authorities and References

Authorities

- Homeland Security Presidential Directive 5 (HSPD-5).
- Homeland Security Presidential Directive 8 (HSPD-8).
- Continuity Guidance Circular 1 (CGC-1).

References

- City of Sandy Continuity of Operations Plan.
- FEMA Continuity of Operations (COOP) Plan Template Instructions.
- FEMA Continuity Guidance Circular 1.
- Commonwealth of Pennsylvania Continuity of Operations Plan Template.

Essential Functions

In planning for COOP activation, it is important to establish priorities of mission essential functions that are critical to the daily activities of the City of Dunes City. Dunes City has identified only priority functions necessary to provide vital services, exercise civil authority and maintain safety of the public or to provide critical support. Any task not deemed mission essential must be deferred until additional personnel and resources become available. Following is a breakdown of mission essential functions for the City of Dunes City in order of priority for the first 12 hours following an event:

- Activate pre-programmed PA Announcement for evacuation (if needed).
- Establish City Facilities (in place or alternate as needed based on inspection).
- Establish Financial Management Team and Logistics Team
- Establish communications with WLEOG Emergency Management.
- Set up Trauma Center for triage.
 - *Set up Animal Care Center*
- Set up Evacuation Center with emphasis on healthy hygiene practices.
- Evacuate seriously injured out to local hospital/ambulance as available.
- Assess damage and prioritize needs.
- Respond to needs as prioritized.
- Handle calls for service based on priority with threat to human life as first priority, followed by threat to property. Convenience/courtesy calls have lowest priority and may not be handled.
- Clear major roadways.
- Conduct building inspections to get people back into their homes as soon as possible.

See Chart 1 on the following page for a breakdown of responsibilities, number of personnel and positions, and resources, equipment and systems required.

CHART 1.
ESSENTIAL FUNCTIONS - FIRST 12 HOURS

	A	B	C	D
1	RESPONSIBILITY	PERSON	# OF PERSONNEL	EQUIPMENT AND RESOURCES NEEDED
2	Activate PA System (if needed)	City Administrator	1	Cell Phone; auto PA system; electricity
3	Inspect City Hall	City Administrator or Building Official	2	Inspection checklist
4	If City Hall fails - relocate facility	City Administrator; MyAgility	ALL	Vehicle; prepacked equipment; etc.
5	If City Hall passes: Open City Hall, Document Damage, Begin cleanup & set up Financial System	City Administrator	1	Generator; camera; water; cleanup supplies; computer; printer; paper
6	If no phones set up radio contact with WLEOG	Planning Secretary/other trained personnel	3	Ham Radio Station/electricity
7	Set Up Trauma Center	Permit Tech & first responders	3	Set up tent with tables & chairs, etc.; set up supplies; have all documentation ready
8	Set up Evacuation Center	City Admin Asst.	3	Cleaning supplies; tape for space division; pre-made signage & hanging supplies; hand sanitizer; face masks; disinfectant spray & wipes; pre-made sign-in sheets; table and chairs for sign in; paper, pens; files; copy machine
9	Set up animal center	Planning Secretary	1	Prepare food/water/containment areas; pre-made sign in sheets; join sign in table for registration
10	Evacuate seriously injured	Permit Tech & first responders	3	Ambulance, helicopter, boat
11	Damage Assessment	Public Works Supervisor	3	Vehicle; chain saws; checklists; radio to relay information
12	Prioritize Needs & Provide Work Orders	City Administrator	1	Communication, paper, copy machine
13	Handle calls & requests	ALL	5	Communication, paper, copy machine
14	Clear Major Roadways	Public Works Supervisor	3	Chain saws, come alongs, bull dozers, track hoes, graders, gravel.
15	Conduct Building Inspections	Building Inspector	ALL	Pre-written inspection checklists; flashlights; hard hats; radios for communication.

Following is a breakdown of mission essential functions for the City of Dunes City in order of priority for day two through the first month:

- Provide drinking water source for those who are without water.
- Provide MREs or other food sources, when available, for those without food.
- Continue building inspections and issue permits as needed to begin repairs.
- Continue clearing and repairing roadways.
- Maintain communication with WLEOG Emergency Management.
- Operate Evacuation Center in a healthy and safe manner.
- Ensure financial expenditures are adequately documented and assets effectively tracked.

See Chart 2 on the following page for a breakdown of responsibilities, number of personnel and positions, and the resources, equipment and systems necessary to carry out the activities in this second event tier.

CHART 2.
ESSENTIAL FUNCTIONS SECOND TIER (13 + HOURS)

RESPONSIBILITY	PERSON	#OF PERSONNEL	EQUIPMENT AND RESOURCES NEEDED
Provide Water	City Admin Asst.		2 Prearranged drinking water supply.
Provide Food	City Admin Asst.		2 Prearranged food supply.
Continue building inspections	Building Inspector	2	
Roadway clearing & Repair	Public Works Supervisor		3 All road equipment as needed.
Maintain WLEOG Communication	Planning Secretary & trained personnel	2	See Chart 1 for needs.
Operate Evacuation Center	City Admin Asst.	2	See Chart 1 for needs.
Track Expenditures	City Administrator	2	See Chart 1 for needs.

Concept of Operations

To implement the COOP, Dunes City has developed a Concept of Operations (CONOPS). CONOPS describes the approach to implementing the COOP and how each COOP element should be addressed. The CONOPS establishes an emergency decision making authority, defines classes of threats and identifies how the City of Dunes City will address issues associated with notification and command and control.

Orders of Succession

To ensure continuity of mission essential functions, successions for the City of Dunes City are set to a minimum depth of three at any point where policy and directional functions are carried out.

Authorized successors to the Entity Manager are specified as follows:

1. Mayor
2. City Council President
3. Longest Tenured City Council Member

Reference Annex E for additional Orders of Succession.

Delegations of Authority

Each organizational element should pre-delegate authorities for making policy determinations and decisions. Pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have resumed. All pre-delegations will specify:

- What the authority covers.
- What limits may be placed upon exercising authority.
- Identify who will have the authority.
- Under what circumstances the authority may be delegated.

Reference Annex F for a Sample Delegation of Authority.

COOP Activation

This section outlines situations that can potentially lead to activation of the COOP. This section also provides a general description of actions that will be taken by the Dunes City Administration to transition from normal operations to COOP activation.

Planning Scenario

The following scenarios would likely require the activation of the COOP:

- Class 1 Scenario: Single Building/Facility Disruption
 - The primary facility or any essential facility of the Dunes City Administration is closed as a result of an emergency event/threat that restricts access to the facility and disrupts normal operations for an extended period of time.
- Class 2 Scenario: Catastrophic Event
 - The area in which the primary facility or any other essential Dunes City facility is closed as a result of a widespread disruption of normal business operations for an extended period of time. Examples include: utility failure, natural disaster, civil disturbance.
- Class 3 Scenario: Widespread Pandemic
 - Where the workforce is impacted by a pandemic related disruption, preventing staff from arriving at work. This will deplete the workforce and impact normal operation of business. If the issue becomes severe enough, activation of the COOP may be required.

COOP Response Teams

In the event of a partial or full activation of the COOP, a COOP Response Team has been identified. Reference Annex G for the COOP Response Team list. Dunes City Administration has identified a COOP Response Team Leader to provide management for the COOP response, and key positions for technical expertise necessary to establish mission essential functions within the next 12 hours. They will perform these functions, with resource support, for up to 30 days. The COOP Response Team is identified and assigned mission essential functions and is responsible for maintaining the alternate facility during COOP activations. To ensure minimal disruption when transferring to the alternate facility, it is imperative that each essential function be assigned to qualified personnel.

Time Phased Implementation

Time phased implementation of the COOP is used to prepare and respond to current threat levels, to anticipate escalation and plan for increased response efforts. The extent to which time phased implementation will be applied will depend upon the emergency, the amount of warning received, during duty or non-duty hours and extent of disruption.

Phase 1 – Activation and Initial Relocation 0-12 Hours

The following procedures are to be followed in the execution of the COOP. The Plan is designed to have flexible response and the degree to which the COOP is implemented depends on the type and magnitude of the event. Once the COOP is activated, evaluate conditions in relation to carrying out essential functions. In the event the Dunes City needs assistance with power, technology or workspace; contact Josh Smith with Agility Recovery Solutions at 704-697-4463 or email josh.smith@agilitrecovery.com.

Activation Process

Incidents can occur with or without warning and during duty or non-duty hours. COOP activation and execution can become more difficult in an event without warning. The activation of the COOP will enable partial, limited, or full activation of the COOP, all of which require notification of all personnel and activation of the COOP Response Team. Personnel accountability throughout all phases of emergencies is of extreme importance, as they will be relied heavily upon during all phases of the COOP. If the situation allows for warning, staff may be alerted prior to activation of the COOP. With all notice events, procedures must include notification to the Dunes City Administration, staff, COOP Response Team and local Emergency Management Officials.

Notification Procedures

Dunes City Administration, staff, COOP Response Team and local Emergency Management Officials will be notified using the following notification procedures:

- Notification will take place by group email.
- If Dunes City does not have power, internet or land line phones, Agility Recovery Solutions provides alternative communication options and can send out a mass text and/or email to all contacts in *MyAgility*, including vendors.
- Dunes City staff should remain at their office or home until further direction.
- The COOP Response Team should be prepared for rapid deployment upon activation.
- The Entity Manager will direct the activation of the COOP.

In cases where COOP activation is anticipated and alternative facilities required:

- The Logistics Section Chief notifies Agility Recovery Solutions to prepare the alternate facility.
- The Entity Manager notifies the COOP Response Team Leader, they issue an alert to the COOP Response Team informing them that relocation is anticipated, and prepare for COOP activation.
- The COOP Response Team prepares important documents/records, required to perform mission essential functions, for transport to the alternate location.
- The Entity Manager notifies Emergency Management Officials.

In cases where COOP activation is Ordered and alternative facilities are required:

- The Logistics Section Chief requests the alternate facility from Agility Recovery Solutions, and clarifies the alternate facility location. When requesting an alternate facility from Agility Recovery Solutions, arrival of the alternate facility may take up to 48 hours.
- The Entity Manager notifies the COOP Response Team Leader, they coordinate the deployment of the COOP Response Team to an assembly site or deployment directly to the alternate facility.
 - The COOP Response Team will assemble the remaining documents and other assets required to perform mission essential functions, begin preparation for movement of these resources.
 - Other staff members who may not be assigned to the COOP Response Team will be notified of the situation, and will act as support and can be called upon to supplement COOP operations.
- The Entity Manager notifies Emergency Management Officials, that an emergency relocation of the facility is in progress.
- Security and other designated personnel of the impacted facility should implement appropriate measures to ensure security of the facility, equipment and documents remaining in the facility.

Activation Procedures for Non-Duty Hours will require a Duty Officer or other personnel to notify the City Administrator. All other procedures follow as listed above. Staff who are not assigned roles in the COOP Response Team are directed to stay home until further instruction.

Phase 2 – Alternate Facility Operations

Execution of Mission Essential Functions

Upon the arrival of the requested alternate facility from Agility Recovery Solutions, the COOP Response Team will be responsible for re-establishing mission essential functions. The COOP Response Team Leader will:

- Disseminate administrative and logistical information to the COOP Response Team upon arrival to the alternate facility. This information should generally cover the operational procedures for the next 30 days.
- Verify arrival of equipment; office furniture, computers, phones, printers, fax, server, etc.
- Assign a COOP Response Team staff to order and monitor the supply of resources; office supplies, paper, etc.
- Work with a COOP Response Team IT to establish any and all necessary network connections and software installation.
- Monitor the status and well-being of staff.
- Maintain contact with the Entity Manager and Emergency Management Officials.
- Conduct continual briefings and updates for the COOP Response Team; depending on the duration of the incident it is likely the COOP Response Team will be on rotational coverage.
- Ensure there is security at the alternate facility, consider: video surveillance, security personnel or local law enforcement.

Augmentation of the COOP Response Team

If it becomes evident that the COOP Response Team cannot adequately ensure the continuation of mission essential functions, the Entity Manager or the COOP Response Team Leader will determine the additional positions necessary to maintain these functions. The Entity Manager/COOP Response Team Leader will:

- Identify individuals from the COOP Support Team who may be able to provide support to the COOP Response Team staff.
- Ensure the identified positions are staffed with individuals who have adequate skills and knowledge to perform tasks.

Demobilization Planning of Alternate Facilities

Within 24 hours following the emergency relocation to the alternate facility, the COOP Response Team Leader will initiate operations to recover the impacted primary facility. The COOP Response Team Leader is responsible for developing a restoration plan and schedule for executing an orderly transition of mission essential functions back to the primary facility. The leader will report to the Dunes City Entity Manager for approval. The plans and schedules will include:

- Determination of whether the primary facility is re-inhabitable. If not, the plans will include recommendations of primary facility options.
- Construction needs for the primary facility re-occupancy, including remediation of safety issues.
- Estimated costs associated with the construction and occupancy plans include options for funding.
- Notification plans for COOP Response Team and non-COOP staff.
- Timeframe for construction completion and move-in.

Phase 3 – Reconstitution and Termination

Reconstitution procedures of the primary facility will commence with the approval of the Entity Manager when he/she determines the emergency situation has ended or is unlikely to reoccur. The COOP Response Team will be allowed to begin an orderly transition back to the impacted facility or establish functions at a different primary facility location.

Procedures

The COOP Response Team Leader:

- Will create and submit resumption plans for approval by the Entity Manager.
- Initiate and oversee the orderly transition of all mission essential functions, personnel, and documents from the alternate facility to the primary facility.
- Notify all non-assigned COOP Support Team staff of resumption of normal operations and that they should report back to work.

Dunes City Logistics Section Chief should contact Agility Recovery Solutions about removal of the alternate facility and resources.

After-Action Report and Improvement Plan

The COOP Response Team Leader should initiate a COOP review process and develop an After Action Report (AAR) prior to the resumption of normal operations at the primary facility. The information in the AAR, at a minimum, will include:

- A review of lessons learned.
- Identification of processes as effective or ineffective.
- Provide recommendations for improvement.
- Prepare a COOP Improvement Plan (IP)

The COOP IP will detail steps needed to improve the COOP, designate staff responsible for carrying out the improvement and establish deadlines for completion. For more instruction on developing an AAR, reference the COOP Toolkit.