



Town of Kersey, Colorado
Continuity of Operations Plan
March 2020

PRIVACY STATEMENT

In its entirety, the Continuity of Operations Plan addresses not only high-level overview information about how the Town of Kersey responds to different types of disruptions, but also the operational detail necessary to support these disruptions.

Given the sensitivity of some of the information in this plan, the distribution of the plan and its associated documents will be assessed and appropriate security measures implemented. The Town may determine the required level of security for this plan elevates this to a “For Official Use Only” document, resulting in the control and limited distribution of the plan.

Activation of this plan is authorized by the Town Manager, a Department Director, or a designee, while implementation is coordinated by the department leadership and COOP leads or alternates.

Town of Kersey, Colorado

CONTINUITY OF OPERATIONS PLAN

Table of Contents

Table of Contents

PRIVACY STATEMENT PROMULGATION STATEMENT Section 1 INTRODUCTION

| | | |
|-------|---|-----|
| 1.1 | Plan Purpose | 0.0 |
| 1.2 | Applicability and Scope | 0.0 |
| 1.2.1 | COOP Organization | 0.0 |
| 1.3 | Situations and Assumptions | 0.0 |
| 1.4 | Roles and Responsibilities | 0.0 |
| 1.4.1 | Crisis Assessment Team | 0.0 |
| 1.4.2 | COOP Manager Responsibilities | 0.0 |
| 1.4.3 | COOP Coordinator Responsibilities | 0.0 |
| 1.4.4 | COOP Planning Team Responsibilities | 0.0 |
| 1.4.5 | Reconstitution Manager | 0.0 |
| 1.4.6 | Responsibilities of Department Leadership | 0.0 |

Section 2 CONCEPT OF OPERATIONS

| | | |
|-------|---|-----|
| 2.1 | Objectives | 0.0 |
| 2.1.1 | Readiness and Preparedness | 0.0 |
| 2.1.2 | COOP Activation | 0.0 |
| 2.1.3 | COOP Relocation | 0.0 |
| | Figure 2-1 | 0.0 |
| | Relocation Decision Matrix | 0.0 |
| 2.1.4 | Continuity Operations | 0.0 |
| 2.1.5 | Reconstitution | 0.0 |
| | Table 1: COOP Lead Reconstitution Departments | 0.0 |
| 2.1.6 | Alert and Notification Process | 0.0 |
| 2.2 | Essential Functions | 0.0 |
| 2.2.1 | Guidelines and Criteria for Prioritization of Essential Functions..... | 0.0 |
| | Table 2: Recovery Time Objective Matrix | 0.0 |
| 2.3 | Orders of Succession | 0.0 |
| | Table 3: Town Leadership Orders of Succession | 0.0 |
| 2.4 | Delegations of Authority | 0.0 |
| | Table 4: Delegations of Authority | 0.0 |

Table of Contents

| | | |
|-------|---|-----|
| 2.5 | Critical Resources | 0.0 |
| 2.6 | Essential Records | 0.0 |
| 2.7 | Continuity Facilities | 0.0 |
| 2.7.1 | Continuity Facility Assumptions | 0.0 |
| 2.8 | Communications | 0.0 |
| | Table 5: Town Communications Systems Matrix | 0.0 |
| 2.9 | Devolution of Command and Control | 0.0 |

Section 3 RISKS, VULNERABILITIES, AND MITIGATION STRATEGIES

Section 4 MULTIYEAR STRATEGY AND PROGRAM MANAGEMENT

| | |
|--|-----|
| Table 8: Plan Maintenance Strategy | 0.0 |
|--|-----|

Section 5 TEST, TRAINING, AND EXERCISE

| | | |
|-------|---------------------------|-----|
| 5.1 | Training | 0.0 |
| 5.1.1 | New Personnel | 0.0 |
| 5.2 | Testing Program | 0.0 |
| 5.2.1 | Testing Schedule | 0.0 |
| 5.3 | Exercises | 0.0 |
| 5.3.1 | After Action Report | 0.0 |

GLOSSARY Appendix A Authorities and References

Appendix B Town Essential Functions

| | |
|-----------------|---|
| Table B-1 | 0 |
|-----------------|---|

Appendix C Continuity of Operations Planning Leads

| | |
|-----------------|---|
| Table C-1 | 0 |
| Table C-2 | 0 |

Appendix D Continuity Facility Matrix

| | |
|-----------------|---|
| Table D-1 | 0 |
|-----------------|---|

Appendix E Continuity of Operations Plan Activation Job Aid

| | |
|-----------------|---|
| Table E-1 | 0 |
|-----------------|---|

Appendix F COOP Relocation Checklist

| | |
|-----------------|---|
| Table F-1 | 0 |
|-----------------|---|

PROMULGATION STATEMENT

Continuity of operations ensures the continuation of government and the performance of essential functions during and after a disaster or other disruption to normal government operations. Kersey plays an integral role in determining the needs of the public and in providing essential services on a day-to-day basis. Through continuity planning, the Town of Kersey will further demonstrate its steadfast commitment to the continuation of these services during an emergency or disaster, and the safety and protection of its citizens, employees, and visitors.

Continuity programs and operations are fundamental practices that allow critical services to remain operational under all conditions. Continuity planning establishes the framework to ensure that each Town of Kersey departments have the ability to carry out critical roles, regardless of the circumstances that may result from any natural, technological, or intentional disaster.

The Town of Kersey's governing body has reviewed and approved this plan, verifying its content to ensure it contains required information and guidance for the Town of Kersey to sustain its essential services and to minimize potential impacts during and following an emergency.

Signature of Town Authority

Christian Morgan, Town Manager

Approach to Continuity of Operations Planning

The Town of Kersey Continuity of Operations Plan (COOP) encompasses the operations and services performed by the Town. It is tailored to the operations of individual departments and divisions and the essential functions they perform. This COOP consists of an overarching plan and sub-plans for each of the Town departments, contracted consultants, court operations and facilities.

DRAFT

Section 1 INTRODUCTION

The goal of the all-hazards approach to continuity of operations planning is to maintain the Town's ability to operate and provide vital services regardless of the emergency. This approach includes preparing for natural emergencies such as earthquakes, flooding, or other severe weather as well as technological emergencies, pandemic events and intentional incidents, such as acts of terrorism.

1.1 Plan Purpose

All participating Town departments and divisions have the responsibility to plan for and respond to disasters. During a COOP activation, departments may be required to operate from a continuity location and may overextend their resources.

The purpose of the COOP is to provide the framework for Town departments and divisions to restore essential functions to employees and Town operations if an emergency disrupts operations. In doing so, the COOP establishes the Town's COOP program for addressing three types of disruptions:

- Inaccessibility to a facility (for example, due to building damage)
- Inability to provide full services due to a reduced workforce (for example, due to pandemic illness)
- Inability to provide services due to equipment or systems failure (for example, due to IT systems failure)

The Town's COOP program also provides policy and guidance to implement actions to continue essential functions within the recovery priority time frames established by the COOP Planning Team and to maintain essential functions for up to 30 days.

The Town is committed to the safety and protection of its employees, operations, and facilities. This COOP provides the Town's departments and personnel a framework that is designed to minimize impact during an emergency. Further, the Town COOP establishes procedures that the Town leadership can use to strategically minimize risk to its employees, operations, and facilities.

1.2 Applicability and Scope

COOP planning ensures the preservation and reconstitution of the Town's essential functions. An emergency (such as an explosion, fire, or hazardous materials incident) may require the evacuation of one or more department locations with little or no notice. Building evacuation, if required, is accomplished via implementation of the standard operating procedures for each location. This COOP is not an evacuation plan or an emergency management plan. The purpose of this plan is to facilitate the restoration of daily functions.

The COOP provides the foundation for continuity of critical services and functions across its jurisdiction and is augmented by departmental sub-plans developed by key department and division personnel. The following departments are addressed in the Town's COOP:

- Town Administration: Town Manager’s Office, Mayor & Board and Town Clerk including Finance and Utilities, Human Resources, Planning Development, Engineering, and Information Technology
- Public Works Department including Facilities, Parks and Grounds, Water, Streets, Waste water, and Fleet
- Police Department
- Recreation Department including the Community Center scheduling and management, Senior programs, and sports league participation.

1.2.1 COOP Organization

The Town of Kersey COOP overarching plan provides the framework for Town departments to restore essential functions for its staff and citizens if an emergency affects its operations.

The COOP sub-plans provide a guide for each department to maintain essential functions if an emergency denies access to or destroys the department’s primary location, or significantly reduces the capabilities of the Town to provide services because of workforce reduction or failure of equipment or critical systems. The sub-plans supplement this document.

1.3 Situations and Assumptions

Situations and assumptions are documented to describe current operating conditions and to establish the parameters under which the plan may be activated.

Situation

- Town of Kersey is vulnerable to a number of hazards, including natural, technological, and human-caused. Please refer to Section 3 of this plan for the complete list of potential hazards for the Town.
- The major traffic arteries in the Town of Kersey include State Highways 34, WCR 49-Weld County Parkway, and WCR 53.

Assumptions

- The Town will continue to be exposed to the hazards and risks identified in the COOP as well as other hazards or risks that may develop in the future.
- Leadership personnel will continue to recognize their responsibilities to public and employee safety and exercise their authority to implement the COOP in a timely manner when confronted with real or potential disasters.
- Procedures have been developed to support the resumption of time-sensitive operations and functions in the event of their disruption at the facilities identified in the COOP.
- The Town is committed to supporting service resumption and recovery efforts at continuity facilities, if required.
- In the event of a disaster, departments and divisions may rely on each other for assistance.
- In the event of a disaster, resources and personnel may be extremely limited. Resumption of essential services may need to be prioritized and time-phased.

- The Town has mutual aid agreements with surrounding jurisdictions that can be activated in the event the Town needs assistance in providing critical services in emergencies.
- The COOP may be activated as a result of an emergency response and implementation of the Emergency Operations Plan. Activation of the COOP will occur at the level necessary to resolve the situation.
- Some members in COOP positions serve in other roles during disasters.

1.4 Roles and Responsibilities

During a COOP activation, key positions have been identified to fulfill important roles and responsibilities.

1.4.1 Crisis Assessment Team

In the event of a crisis, the Town Manager will notify key department directors and/or management personnel to convene the Crisis Assessment Team (CAT). The CAT initially analyzes the situation and determines if the COOP or a departmental COOP sub-plan will be activated. The CAT may also provide further support through management of the crisis or COOP activation, identifying additional risks and exposures, providing direction and guidance to departments and the organization, and protecting stakeholder interests in response to the incident or disaster. The CAT primarily focuses on:

- Detecting the early signs of an expanding crisis
- Identifying the problem areas and appropriate solutions
- Preparing a crisis management plan for the immediate emergency situation
- Determining what internal/external resources are needed in order to continue essential functions for the Town or affected department(s).

The CAT may also be disbanded due to the establishment of ICS in the field and the appropriate emergency response department assumes management of the incident. During a disaster of such magnitude that the Emergency Operations Center (EOC) has been activated, the CAT may convene to determine if the COOP activation will be managed through the Safety Manager, or if separate operations would be beneficial.

1.4.2 COOP Manager Responsibilities

- Approve overall policy directions, guidance, and objectives for COOP planning and activation.

1.4.3 COOP Coordinator Responsibilities

- Coordinate the COOP planning process.

- Serve as the principal representative to internal and external stakeholders and groups during implementation of the COOP.
- Initiate COOP maintenance meetings.
- Coordinate test, training, and exercises of the COOP.
- Serve as the COOP program point-of-contact.
- Serve on the COOP Planning Team.

1.4.4 COOP Planning Team Responsibilities

- Provide overall recommendations and objectives for COOP planning.
- Coordinate with leadership personnel on policy, development, approval, and maintenance of the COOP and integration of other emergency plans.
- Provide departmental information on essential functions, systems, personnel, and records for COOP planning.
- Conduct reviews of COOP documents, materials, and the plan.
- Keep the organization informed of any changes to the COOP.
- Establish, coordinate, and participate in the COOP test, training and exercise program.
- Identify issues that may affect the frequency of changes required to the COOP.
- Establish a review cycle.
- Develop an improvement plan for addressing risk mitigation recommendations to mitigate continuity-specific risks.
- Coordinate with functional groups within the Town organization in updating the COOP.

1.4.5 Emergency Manager

An Emergency Manager may be assigned as needed and has the following responsibilities:

- Report to the COOP Manager.
- Form a reconstitution team.
- Develop space allocation and location requirements to meet occupancy regulations.
- Coordinate with regional partners to find suitable space if the primary locations are unusable.
- Develop a plan for reconstitution listing functions and projects in order of priority.
- Assign appropriate staff to ensure buildings are structurally safe.

1.4.6 Responsibilities of Department Leadership

- Identify those functions that can be deferred or temporarily stopped during a COOP activation.
- Consult with and advise appropriate officials during implementation of the COOP.
- Provide direction, guidance, and objectives during an incident for the implementation of the COOP.
- Participate in training, testing, and exercises of the COOP.
- Initiate appropriate notifications during COOP implementation.
- Provide input on the execution of essential functions.
- Initiate recovery of the organization as part of reconstitution.
- Designate personnel to assist security officials in securing office equipment and files at primary facilities when implementing the COOP.

- Coordinate with leadership personnel for movement of key personnel to continuity facilities when the COOP is activated.
- Aid continuity efforts at the continuity facility.

Section 2 CONCEPT OF OPERATIONS

A continuity of operations plan must be maintained at a high level of preparedness and must be ready to be implemented without significant warning. The Town of Kersey COOP is designed to be fully implemented no later than 12 hours after activation and provides guidance to sustain operations for up to 30 days.

The broad objective of the Town's COOP is to provide for the safety and well-being of Town personnel and the general public. In addition, this plan will facilitate the execution of essential functions during any crisis or emergency in which one or more department locations are threatened or inaccessible. Specific sub-plan objectives include the following:

- Enable staff to perform essential functions to prepare for and respond to all threats or emergencies, including natural, technological, and human-caused disasters.
- Identify critical employees and supporting staff who will relocate.
- Ensure the continuity facility can support the operations.
- Protect and maintain essential records and databases.

2.1 Objectives

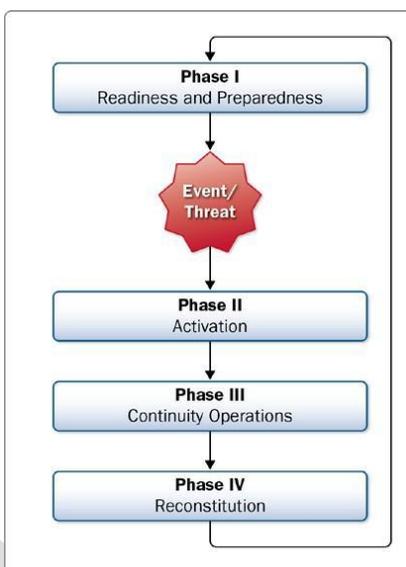
Emergencies often occur with little or no warning, requiring immediate activation of the COOP and commitment of resources. The COOP planning concept of operations is expressed in four operational periods:

- Readiness and preparedness
- Activation and relocation
- Continuity operations
- Reconstitution and recovery

2.1.1 Readiness and Preparedness

Readiness is the ability of an organization to respond effectively to any event that threatens its ability to continue essential functions. It is the responsibility of an organization's leadership to ensure that an organization can perform its essential functions before, during, and after all-hazards emergencies or disasters. Readiness and preparedness activities develop the response capabilities needed during an emergency. Planning, training, and exercising are among the activities conducted under this phase. Feedback from these activities should be focused on improving and maintaining the COOP. Mitigation is also a viable part of this phase. Mitigation activities lessen the impact of unavoidable hazards. **The Kersey Hazardous Mitigation Plan** guides and prioritizes mitigation activities that the Town will need to undertake.

The Town of Kersey is establishing a continuity readiness posture through the development of this continuity plan, assigning COOP Leads and Alternates, forming a Continuity Planning Team, a Crisis Assessment Team, conducting COOP planning and training, and other continuity readiness and preparedness activities. These activities include the review and revision of COOP related plans, conducting tests, training, and exercises, and risk management.



A. PHASE I: Readiness and Preparedness

The continuity program provides for the continuous performance of organizational functions by the right people, using the right resources and supported with the right planning. The Town's (COOP) plan ensures a continuity capability.

B. PHASE II: Activation

The continuity program provides activation plans to ensure essential capabilities with minimal disruption to operations. Emergencies, or potential emergencies, may affect the ability of multiple departments to carry out essential functions.

C. PHASE III: Continuity of Operations

Emergency plans as outlined within the COOP or deemed necessary by the Town Manager will deploy to establish an operational capability and to perform essential functions within 12 hours and for up to 30 days or until the Town resumes normal operations.

D. Phase IV: Reconstitution Operations

Reconstitution operations begin when the Town Manager, or designated representative, activates the Continuity of Operations (COOP) Plan. **See Sub-plan H –Continuity Plan Operational Phases and Implementation**

Decision Process

The decision to activate this Plan, all or in part, will be made by the Town Manager, or their designated representative. This decision will be made based upon the following factors:

| Category | Description | Potential Event | Impact to Essential Services | Decisions |
|--------------------|--|---|--|---|
| Alert | Normal day to day operations. Identified as a non-emergency situation. | An event with notice, such as severe weather forecasted to impact area; scheduled software upgrades to essential systems or essential equipment maintenance / upgrades. | An actual or anticipated event that might have an adverse impact on a portion of the division, staff, or equipment / systems for a period of time that exceeds recovery time objectives, but does not require any specific response beyond what is normally available. | Continuity Plan implementation not required. |
| Stand-by | Controlled emergency situation without the potential of serious threat to life, health, or property. The event requires some action from the response organization and may require assistance from the facility management | A winter storm event approaching the area; system or equipment failure expected to last less than 24 hours; possible public health emergency reported with minimal impact to staff. | An actual or anticipated event estimated to have minimal impact on operations that might require minimal assistance beyond what is normally available. | Limited Continuity Plan implementation depending on individual division requirements. |
| Partial Activation | Limited emergency situation with some threat to life, health, or property, but confined to limited area or system. This situation can be mitigated by local emergency response personnel. | Small fire localized to one wing or floor of the building; system or equipment failure expected to last more than one day; public health emergency declared with moderate impact to staff. | An actual event estimated to disrupt the operations of essential functions for more than the established recovery time objectives or 24 hours. | Partial Implementation of the Continuity Plan. |
| Full Activation | Full emergency situation with major threat to life, health, or property, involving the majority of the facility and staff. This is a potential catastrophic event with serious consequences. | Gas line explosion resulting in extensive structural damage; system or equipment failure expected to last for an extended period of time; public health emergency declared with significant staff impact. | An actual event that significantly disrupts the operations of multiple functions for a period of time exceeding the recovery time objectives. | Full implementation of the Continuity Plan approved by the Town Board. |

Alert, Notification, and Implementation Process

Town of Kersey staff are encouraged to report to work after they have made provisions for the health and safety of their families. It's important to know that this plan will not be implemented until many other actions have taken place and that the first responsibility of each staff members is to ensure their own safety. The Town of Kersey staff size includes Fulltime, Part time, and consultants officed in Town facilities. Therefore, potential reduction in workforce will be

individually assessed by the field and regional orders of succession for any needs and consultation with field, regional, and statewide management occur to prevent any disruption to support and care for families and children.

Provisions for Personnel Accountability throughout the Duration of the Emergency:

1. Alternate worksite: For example, in a flu response and if there is a need for social distancing, workers could work from home.
2. The Department Directors will make decisions such as the temporary transfer / deployment of staff. Law Enforcement will make decisions about case work not requiring in person contact and that can be completed telephonically.

Normal Communication Channels Are Open

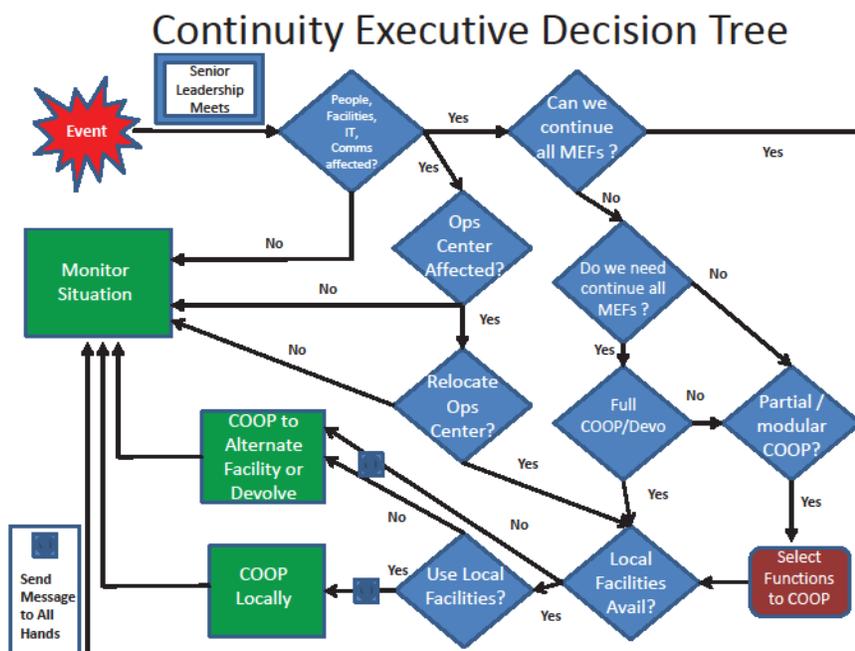
If normal communication channels are open, staff will use regular phone systems to communicate between the Town Manager's Office and relevant field staff. It will be important for staff to have the capability to send and receive information as quickly as possible.

Alert and Notification information will include information to report to work, to stay at home, to go home, or to report to an alternate site. Other information may include:

1. Preparing for relocation
2. Cancelling personal leave
3. Nonessential personnel will be notified and kept informed during relocation and emergency activation status. In order to inform potential recipients of services, Public Service Announcements (PSA) may be provided to local news or radio stations through the Town Manager's Office or designee. A site or situation specific message may be made advising people where to go for emergency assistance, information about retailers that are in operation, etc.

Normal Communications Channels Are Not Open

If normal communication channels are not open, staff will first attempt to use cell phones. If home phone numbers of employees are provided, these are to remain confidential and not disseminated to the public.



Phase III: Continuity Operations

Upon activation of the COOP plan, the Town of Kersey will continue to perform essential functions at the primary operating facility until ordered to cease operations by Town Manager. At that time, operations will transfer to the assigned continuity facility.

As continuity personnel arrive at the assigned continuity facility, the Town Manager or designee will process the staff to ensure accountability. In addition, the Town Manager or designee will identify all organization key personnel available at the continuity facility. Shortages of continuity personnel will be addressed at this time.

Upon arrival at the continuity facility, personnel will:

- a. Report immediately for check - in.
- b. Receive all applicable instructions and equipment.
- c. Report to their respective workspace as identified or as otherwise notified.
- d. Retrieve pre - positioned information and activate specialized systems or equipment if on site.
- e. Activate computer systems, establish links to critical systems.
- f. Establish communications radio, telephonic, etc.
- g. Monitor the status of the Division's personnel and resources.
- h. Continue essential functions.
- i. Prepare and disseminate instructions and reports, as required.

During continuity operations, staff may need to acquire additional personnel / contractors, equipment and supplies on an emergency basis to sustain operations for up to 30 days or until

normal operations can be resumed. The Town Manager or designee maintains the authority for emergency acquisition.

Phase IV: Reconstitution

The process of moving from the relocation site to the old or new home site is generally the same as that of moving to the relocation site, in that its objective is to continue essential operations during the transition, to have a smooth handoff from the relocation site to the old or new home site, and to make the move as safely and cost - effectively as possible. The objectives of Reconstitution are:

- a. Develop an executable plan for transitioning back to efficient normal operations status from COOP status, once a threat or disruption has passed.
- b. Coordinate and preplan options for organization reconstitution regardless of the level of disruption that originally prompted the Division to implement its COOP plan. These options include moving operations from the continuity facility to either the original operating facility or, if necessary, to a new operating facility.
- c. Outline the necessary procedures to conduct a smooth transition from the relocation site to either the original facility or a new facility.

1. Reconstitution Procedures

Within 12 hours of an emergency relocation, the following individuals will initiate and coordinate operations to salvage, restore, and recover the Town's original operating facility after receiving approval from the appropriate local, State, and Federal law enforcement and emergency services personnel:

- a. Each Town Department head will designate a reconstitution point of contact to update the Town Manager on developments regarding reconstitution and will provide names of reconstitution points of contact within 12 hours of the Continuity Plan activation.
- b. All Town Department heads will identify any records affected by the incident. The Town Clerk or designee will begin development of specialized vital records transition and recovery plan based on the incident and facility within 12 hours of plan activation.

2. Implementation

Reconstitution procedures will commence when the Town Manager or authorized representative ascertains that the emergency situation has ended and is unlikely to recur. These reconstitution plans are viable regardless of the level of disruption that originally prompted implementation of the COOP plan. Once the appropriate Town of Kersey authority has made this determination in coordination with other applicable authorities, one or a combination of the following options may be implemented, depending on the situation:

- a. Continue to operate from the continuity facility

- b. Reconstitute the staff to the original operating facility and begin an orderly return to the facility.
- c. Begin to establish a reconstituted operation in a new facility in the area or at another designated location.

Relocation to the Original Facility

Prior to relocating back to the original facility, the Town Manager or designee will ensure that appropriate security, safety, and health assessments are conducted to determine building suitability. In addition, verification that all critical systems, communications, and other required capabilities are available and fully operational so that the Town is fully capable of accomplishing all essential functions at the original facility.

Upon a decision by the Town Manager or delegated representative that the original operating facility can be reoccupied the Town Manager will notify all staff that the emergency or threat of emergency has passed and transmit the actions required of personnel during the relocation process using telephone, smart phone, e - mail or other available notification systems.

The Department heads will begin supervising a return of continuity personnel, equipment, and documents to the original operating facility. The return of personnel, functions, and equipment will follow the plan as outlined below:

- a. IT / Communications
- b. Staff Offices

The essential operations will continue to operate at the continuity facility until personnel, equipment, and documents are in place at the original facility. Once the move to the original facility is complete, notifications will be made to all affected and interdependent agencies with information regarding operational and communication status.

b. Relocation to a New Facility

Should it be determined that relocation to the original facility is not feasible, the Town will continue to operate at the continuity facility until a suitable facility is found. Town Manager or designee will develop space and facility requirements including security, health, access, communications, and computer support requirements. This information will be used to evaluate each facility.

The Town will procure as necessary a new facility providing them with the above listed requirements. The Town will work in concert with those Departments to locate a new site and follow normal purchasing and / or leasing procedures to occupy the facility.

Upon verification that the required capabilities are available and operational at the new site, the Town Clerk or designee will begin supervising a return of personnel, equipment, and documents to the new location. The return of personnel, functions, and equipment will follow the priority-based plan as outlined below:

- a. IT / Communications
- b. Staff Offices

The Town will continue to operate at the continuity facility until personnel, equipment, and documents are in place at the new facility. Once the move to the new facility is complete, notifications will be made to all affected and interdependent agencies with information regarding operational and communication status

The COOP event will be considered at an end when the following criteria have been met:

- a. Primary location is fully functional.
- b. All Town functions (essential and non – essential) have resumed.
- c. The alternate location is returned to its original condition.

DRAFT

2.1.2 COOP Activation

Activation occurs after a disruption to business operations triggers the need to activate the COOP. An executive decision must be made after a quick and accurate assessment of the situation to determine the best course of action for the Town. The decision process also prevents the premature or inappropriate activation of the COOP. Each department has identified a procedure to notify personnel during on-duty emergencies, off-duty emergencies and for ongoing communications in their COOP sub-plan.

| Factors Affecting COOP Activation | | |
|-----------------------------------|---|--|
| | During Duty Hours | During Non-Duty Hours |
| Event with Warning | <ul style="list-style-type: none"> ▪ Essential staff is alerted via on-duty notification procedure prior to COOP activation. ▪ Partial activation of the COOP with notification and deployment of key personnel. ▪ Dissemination of messages to Town staff and the public. ▪ IT issues guidance to Town staff for protection of data and equipment. Essential staff will assemble essential records, software, hardware, and other documents and equipment to perform essential functions to prepare for potential COOP activation. ▪ Essential staff will back up essential automated databases, and prepare designated essential equipment for possible COOP activation. | <ul style="list-style-type: none"> ▪ Essential staff is alerted via off-duty notification procedure prior to COOP activation. ▪ Recall of key personnel to report to work for partial/full activation of COOP. ▪ Town staff are provided a briefing on the situation once they arrive at work. ▪ IT issues guidance to Town staff for protection of data and equipment. ▪ Essential staff will report to primary work location to assemble essential records, software, hardware, and other documents and equipment to perform essential functions to prepare for potential COOP activation. ▪ Essential staff will back up essential automated databases, and prepare designated essential equipment for possible COOP activation. |
| Event without Warning | <ul style="list-style-type: none"> ▪ Depending on systems status, essential staff is notified for possible COOP activation. ▪ Depending on the status of primary facilities, staff may evacuate and relocate to a continuity facility. ▪ Depending on the status of primary facilities, essential staff may be sent home if COOP activation is not necessary. ▪ IT will take whatever measures possible to protect data and equipment. ▪ If possible, essential staff will take essential records, software, hardware, and other documents and equipment in order to perform essential functions if COOP is activated. If time permits essential staff will back up essential automated databases, and prepare | <ul style="list-style-type: none"> ▪ Depending on systems status, essential staff are notified to report to work for partial/full activation of COOP. ▪ Depending on the status of the primary facilities, essential staff may report directly to a continuity facility. ▪ Depending on the status of primary facilities, non-essential staff may be sent home. ▪ IT will report to the Town to take whatever measures possible to protect data and equipment. ▪ If possible, essential staff will report to primary facility to retrieve essential records, software, hardware, and other documents and equipment in order to perform essential functions if COOP is activated. ▪ IT will report to the Town to back up databases, and prepare designated |

| | | |
|--|--|---|
| | designated essential equipment for possible COOP activation. | essential equipment for possible COOP activation. |
|--|--|---|

2.1.3 COOP Relocation

Relocation to an alternate facility occurs when a primary facility is damaged and rendered inoperable or unsafe and staff must evacuate. Each department sub-plan lists potential alternate continuity facilities in the event relocation is necessary.

2.1.4 Continuity Operations

The operations phase focuses on continuing essential functions:

- Accounting for all personnel
- Performing essential functions
- Establishing communications
- Preparing for reconstitution of all functions

Once the incident has ended, business functions can be resumed.

2.1.5 Reconstitution

Reconstitution is the transition back to normal operations in the primary operating facility. Leadership may designate a reconstitution manager to deal with the complexity of reconstitution issues.

Reconstitution focuses on restoring business operations to normal or improved services. This phase is initiated once all essential functions have been restored. Activities associated with reconstitution include:

- Supervising an orderly return to the normal operating facility, a move to another temporary facility, or a move to a new permanent operating facility.
- Verifying that all systems, communications, and other required capabilities are available and operational, and ensuring the capability to accomplish all essential functions and operations at the new or restored facility.

- Identifying if any records were affected by the incident and ensuring the effective transition or recovery of essential records and databases.

Table 1 lists departments that will lead reconstitution efforts.

Table 1: COOP Lead Reconstitution Departments

| Situation | Lead Reconstitution Departments |
|--------------------------------|---------------------------------|
| Loss of building | Public Works |
| Loss of personnel | Human Resources |
| Loss of network infrastructure | Information Technology |

2.1.6 Alert and Notification Process

Alert Procedures

Depending on the situation, COOP staff may be put on alert. All staff and contracted consultants will be alerted.

Notification Procedures

During an event that triggers COOP activation, each department shall maintain procedures to notify personnel for on-duty emergencies, off-duty emergencies, and ongoing communications.

2.1.7 Alert and Notification Process

Emergency Meeting and Ordinance Procedures

The need for an emergency meeting may result in situations in which public notice, and likewise a public forum would be either impractical or impossible. An emergency is an unforeseen combination of circumstances or the resulting state that calls for immediate action. The action must be ratified at the next regularly scheduled meeting.

- a. Article 3, Section 2-47, Paragraph (e) of the Kersey Municipal Code states “An emergency meeting may be held if a quorum of the Town Board consents and if all Board members are notified if practical. Such meetings may be called for the purpose of preservation of public health, welfare, peace, safety or property as referred to in the Town of Kersey Continuity of Operations Plan. Maximum practical notice shall be given to the public stating the purpose, time and place of any such meeting, and such notice shall be posted as provided by the adopted posting requirements for the Town of Kersey.”
- b. Article 3, Section 2-50 of the Kersey Municipal Code states “Emergency ordinances for the preservation of public health, welfare, peace, safety, or property shall be

approved by a majority vote of the Board Members present at any meeting at which the said emergency ordinance is introduced. The facts showing such urgency and need shall be specifically stated in the ordinance itself. No ordinance making a grant of any special privilege or fixing rates charged by any City-owned utility shall ever be passed as an emergency ordinance. An emergency ordinance shall take effect upon passage and for information purposes shall be posted or published in full immediately after passage. An emergency ordinance shall not be in effect longer than ninety (90) days after passage, and shall not again be passed as an emergency ordinance.”

2.2 Essential Functions

Essential functions enable each department to provide vital services for staff and citizens. The COOP is centered on the Town’s essential functions. It serves as an operational guide to facilitate the relocation of department staff to a continuity facility and the backup of critical systems and vital records so that essential functions may continue. The level and manner of support needed to continue essential functions depends on the nature of an incident. For each essential function identified, the list also identifies personnel required to execute the function, the level of priority assigned to the function, and the resources required to support the function. Appendix B includes a matrix of the Town ’s essential functions.

2.2.1 Guidelines and Criteria for Prioritization of Essential Functions

Functions

In addition to identifying which functions are necessary to support Town operations, the recovery time objective (RTO) should be determined for each essential function. The RTO is the maximum amount of time the function can be interrupted before it must be restored to an acceptable level of operation after an incident. To ensure that essential functions are restored in the order of their time criticality, functions should be categorized using a tier classification system. The following system has been established to prioritize the Town of Kersey’s essential functions according to time criticality.

Table 2: Recovery Time Objective Matrix

| Tier | Ratings | Priority |
|------|--|---------------------|
| 1 | IMMEDIATE: These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property. These functions must be established within the first 12 hours up to 24 hours. | 0-12 up to 24 hours |
| 2 | CRITICAL: These functions can be delayed until Tier 1 functions are restored but must be operational within 72 hours. | 24-72 hours |
| 3 | NECESSARY: These functions can be delayed until Tier 1 and Tier 2 functions are restored but must be operational within 1 week. | 72 hours-1 week |

| | | |
|---|--|----------------|
| 4 | IMPORTANT: These functions can be delayed until Tier 1, Tier 2, and Tier 3 functions are restored but must be established within 30 days. | 1 week-30 days |
|---|--|----------------|

If a function is necessary to keep another function operating, then it should have a shorter priority RTO. Such functions include IT systems, building maintenance, and human resources.

2.3 Orders of Succession

Orders of succession are activated when leadership is unable or unavailable to execute their duties during an emergency. Departments must establish, disseminate, and maintain their orders of succession by COOP critical positions. Orders of succession are addressed through internal policy or ordinances. Key personnel for Town of Kersey leadership and their successors have been identified in Table 3.

Table 3: Town Leadership Orders of Succession

| Principal Position | | Successor Position |
|--------------------|--------------|---------------------------|
| Mayor | Successor | Mayor Pro Tem |
| | Successor #2 | designated Trustee |
| Town Board | Successors | appointments or Weld BOCC |
| Town Manager | Successor #1 | Town Clerk |
| | Successor #2 | Police Chief |
| | Successor #3 | Recreation Director |
| Town Clerk | Successor #1 | Deputy Town Clerk |
| Town Attorney | | |
| | | |
| Deputy Town Clerk | Successor #1 | Administrative Assistant |
| | Successor #2 | |

| | | |
|----------------------------|--------------|--------------------------|
| Planning Director | Successor #1 | Town Manager |
| | Successor #2 | Weld Planning Department |
| Principal Position | | |
| Successor Position | | |
| Chief of Police | Successor #1 | Corporal |
| | Successor #2 | Senior Officer |
| Public Works Ops Managers | Successor #1 | Other Operations Manager |
| | Successor #2 | Weld County PW |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| Recreation Center Director | Successor #1 | Recreation Specialist |
| | Successor #2 | |
| Waste Water | Successor #1 | RH Water--Richard Hopp |
| | Successor #2 | |
| | Successor #1 | |

| | | |
|---------------------------|--------------|----------------------|
| Court Clerk | Successor #1 | Municipal Judge |
| | Successor #2 | Municipal Prosecutor |
| Principal Position | | |
| | | |
| Principal Position | | |
| | Successor #1 | |
| | Successor #2 | |
| | | |

2.4 Delegations of Authority

Delegations of authority are specified by Town resolutions and policies. Certain incumbents in positions specified in the orders of succession are delegated authority to perform all duties and responsibilities of the department head or leadership when this is required. Delegations of authority for each department are listed in the COOP. Delegation of authority should be exercised only when immediate action is required and a superior is unable and unavailable to exercise the authority. An individual acting as successor should be relieved of his or her authority once a superior on the list becomes available, is able, and assumes the role of the successor. An individual exercising the authority of a superior should record important actions taken and the period during which the authority is exercised. Planning for delegations of authority involves the following:

- Identifying which authorities can and should be delegated
- Describing the circumstances under which the delegation would be exercised, including when it would become effective and when it would be terminated
- Identifying limitations of the delegation
- Documenting to whom authority should be delegated
- Ensuring designees are trained to perform their emergency duties

Each departmental sub-plan has identified the authority to be delegated, position holding authority, and limitations to their authority. Delegations of authority for key leadership for the Town of Kersey are identified in Table 4.

Table 4: Delegations of Authority

| Delegation of Authority (Full or Limited) | | |
|--|------|-----------------------------------|
| Successor to Principal Position 1 | | Description of Limitations |
| Principal Position 1: Mayor/Town Board | | |
| Mayor Pro Tem | Full | |
| Planning Commission | Full | |
| Successor to Principal Position 2 | | |
| Principal Position 2: Town Manager | | |
| 1. Town Clerk | Full | |
| 2. Police Chief | Full | |
| Successor to Principal Position 3 | | |
| Principal Position 3: Town Clerk | | |
| 1. Deputy Town Clerk | Full | |
| Successor to Principal Position 4 | | |
| Principal Position 4: Town Attorney | | |
| 1. Town Attorney Office | Full | |
| Successor to Principal Position 5 | | |
| Principal Position 5: Chief Financial Officer/ Finance Director | | |
| 1. N/A | | (Town Clerk) |
| 2. N/A | | (Town Clerk) |
| Successor to Principal Position 6 | | |
| Principal Position 6: Human Resource Director | | |
| 1. N/A | | (Deputy Town Clerk) |
| 2. N/A | | |
| Successor to Principal Position 7 | | |
| Principal Position 7: Planning Director | | |
| 1. None | | |
| 2. | | |

| Successor to Principal Position 8 | | Description of Limitations |
|--|---------|-----------------------------------|
| Principal Position 8: Chief Of Police | | |
| Corporal | Full | |
| Senior Officer | Full | |
| Successor to Principal Position 9 | | Description of Limitations |
| Principal Position 9: Public Works Operations Manager | | |
| 1. Other PW Ops Manager | Full | |
| | | |
| Successor to Principal Position 10 | | Description of Limitations |
| Principal Position 10: Recreation Director | | |
| 1. Recreation Specialist | Limited | Emergencies only |
| Successor to Principal Position 11 | | Description of Limitations |
| Principal Position 11: Building and Grounds Manager | | |
| 1. N/A | | (PW Ops Manager) |
| | | |
| Successor to Principal Position 12 | | Description of Limitations |
| Principal Position 12: Museum Supervisor | | |
| 1. N/A | | |
| 2. Recreation Manager | Full | |
| Successor to Principal Position 13 | | Description of Limitations |
| Principal Position 13: blank | | |
| | | |
| Successor to Principal Position 14 | | Description of Limitations |
| Principal Position 14: Waste Water Supervisor | | |
| 1. RH Water- Richard Hopp | Full | |
| 2. RH Water staff | Full | |

| Successor to Principal Position 15 | | Description of Limitations |
|------------------------------------|------|----------------------------|
| Principal Position 10: Blank | | |
| | | |
| Successor to Principal Position 16 | | Description of Limitations |
| Principal Position 16: Court Clerk | | |
| 1. Municipal Judge | Full | |
| 2. Municipal Prosecutor | Full | |

2.5 Critical Resources

Critical resources are the staff, equipment, and systems required to support essential functions.

COOP Planning Team members must ensure that unique critical equipment and critical information system requirements are considered in planning and, if appropriate, identified as capabilities to be provided by support functions at the continuity facilities. Departments and divisions should maintain all necessary and up-to-date files, computer software, and databases required to carry out essential functions. Each sub-plan lists the critical systems and critical equipment necessary to reestablish the department's essential functions.

2.6 Essential Records

Essential records are records that, if damaged or destroyed, would disrupt operations and information flow and require replacement or re-creation at considerable expense or inconvenience. In continuity of operations planning, vital records are those records that are necessary to carry out essential functions. Content, not media, determines their criticality. Essential records are frequently in one of the following two formats, paper or electronic files.

The Town of Kersey staff has identified systems to protect and recover essential records during emergencies and normal operations. Through the planning process, the Town departments documented and detailed their vital records.

The departments assessed the existing essential records maintenance program and continue to address deficiencies.

The following maintenance strategy has been identified by the Town of Kersey staff for departments to protect essential records:

- There are currently three data centers in the Town that provide redundancy in the back up of data.

- Server and application backups are performed nightly. Shares (network files) are backed up every four hours (snapshots).
- The Town uses backup servers and data, then mirroring to save backups from one datacenter to the other.
- Financial information uploaded live into the Town's accounting software and stored remotely. Town of Kersey personnel are advised to:
 - Save data to network drives.
 - Scan hardcopy documents to the network drives.
 - Manage and retain records as required by state law.

2.7 Continuity Facilities

Each department recognizes that normal operations may be disrupted and that there may be a need to perform essential functions at a continuity facility. Each department will coordinate with the Coordinator to establish suitable continuity facilities. Appendix D includes a matrix of the Town's continuity facilities.

2.7.1 Continuity Facility Assumptions

Selecting continuity facilities is one of the fundamental elements of a COOP. However, the potential costs for ensuring that a continuity facility is available and ready when needed can be significant. Due to the criticality of the continuity facility and the possible costs associated with the site, it is important that the COOP provide departments with a consistent set of planning assumptions for use in planning for and assessing the viability of continuity facilities.

The following considerations should be made when planning for continuity facilities:

- Ensure that only essential functions are performed at the continuity facility.
- Pool resources among departments to acquire space for a continuity facility.
- Co-locate with another department while providing each with individually designated space to meet continuity facility needs.
- Offer telecommuting, if the essential function allows, as a short-term solution.

The following conditions are necessary for relocation to a continuity facility:

- A departments' primary location has been destroyed or will be unavailable for an extended period.
- Staff is available to perform essential functions defined in the COOP.
- Off-site storage facilities and materials survived the event.
- Surface transportation in the local area is possible.
- Staff can be notified and can report to the continuity facility to perform recovery and reconstruction activities.
- Like kind essential resources have been pre-positioned or are available at the continuity facility.
- An adequate supply of critical supplies and provisions is available at the continuity facility or off-site storage.

- Manual processes are documented for essential functions where RTOs will not be met due to delays in restoring mechanized systems.
- IT services for a particular essential function may not be available.
- The Town has control over the continuity facility and/or has pre-positioned contracts to use the location/resource.

2.8 Communications

Communications, or the ability for personnel to communicate internally and externally, is critical during emergencies. The list below identifies communications systems available to the Town to communicate with other departments, emergency response units, the media, and external stakeholder agencies and organizations:

- Land line phone (voice/fax) system
- Internet access, E-mail, and Town website
- Two-way radios (public safety)
- Satellite phones
- Cell phones
- Emergency Alert Notification System
- Alerts on local radio stations

Critical information systems used to accomplish essential functions during normal operations at the primary location must be accessible at the continuity facility. In addition, Town personnel should make sure that critical data is stored in such a way that it can be backed up regularly. Each department will coordinate with the IT Department on the specific technical support needed during COOP activation.

Access to critical information systems used to accomplish essential functions. The following chart describes each of the communication systems that might be used, the department responsible for maintaining the system, and the key personnel responsible for updating and implementing these systems when needed.

Table 5: Town Communications Systems Matrix

| Communication System Name | System Description | Responsible Department |
|---|---|-------------------------------|
| Land line phone | Office phones to use as a primary source of communications | IT |
| Internet Access, Email and Town website | Access to the Internet through Town computers and other devices. Messages sent via Email and posted on Town website | IT |

| | | |
|------------------------|---|----------------------------|
| Police and Fire Radios | Two-way radios | Police/Fire Department/ IT |
| Satellite Phones | A type of mobile phone that connects to orbiting satellites instead of terrestrial cell sites | Police/Fire Department/ IT |
| Amateur Radios | The use of radio frequency spectrum for purposes of nonpublic safety commercial exchange of messages. | Undetermined |

2.9 Devolution of Command and Control

Devolution is the transfer of legal and statutory obligations from one entity to another entity at a continuity facility or devolution site. The devolution option may be used when the organization's primary operating facility, alternate site, and/or staff are not available. Devolution requires the transition of roles and responsibilities for performance of essential functions through pre-authorized delegations of authority and responsibility. The authorities are delegated from an organization's primary operating staff to other employees internal or external to the organization in order to sustain essential functions for an extended period. Devolution supports the overall COOP and ensures the continuation of essential functions. In this situation, management and leadership responsibility, and essential functions will devolve to the designated devolution department or agency.

The Town of Kersey has the following devolution agreements in place:

- The Town of Kersey has an agreement with Weld County to devolve Town authority and responsibilities to the County in the event the Town's primary locations are incapacitated and personnel are unable to deploy to designated continuity facilities.
- The Town has in place a working Intergovernmental agreement with the City of Evans for Public Works assistance as needed.
- The Town has a memorandum of understanding with the Weld County Sheriff's Office to assist with law enforcement as needed.
- The Town has a working relationship with the Colorado State Patrol to assist with Hwy 34.

Section 3 RISKS, VULNERABILITIES, AND MITIGATION STRATEGIES

The FEMA Continuity Guidance for Non-Federal Governments recommends a risk assessment of the vulnerability of the organization and its essential functions to the identified hazards be completed. The Town of Kersey’s vulnerability depends on the probability of an event occurring and the impact the event could have on personnel, facilities, infrastructure, operations, and the performance of essential functions.

The hazards that pose a threat to the Town of Kersey include:

| Natural Hazards | Technological Hazards | Human Caused Hazards |
|--|---|--|
| <ul style="list-style-type: none"> ▪ Flooding ▪ Landslides ▪ Drought ▪ Wildland/urban interface fires ▪ Extreme weather or storms | <ul style="list-style-type: none"> ▪ Dam Failure/Inundation ▪ Hazardous Materials Incidents ▪ Mass Casualty Incidents ▪ Building Collapse or Explosion ▪ Train or Airplane Crash ▪ Utility Outage | <ul style="list-style-type: none"> ▪ Terrorist Attacks ▪ Civil Disturbance ▪ Cyber Attacks ▪ Public Health Emergencies |

Creating viable options for managing risks and vulnerabilities is done through deciding on and implementing risk management strategies and actions. Continuity elements related to hazard risk and vulnerabilities include human capital, alternate facilities, interoperable communications equipment and systems, vital records and databases, and other vital equipment and systems. The actions related to continuity elements include:

To prepare for a continuity event, each department in the Town must be prepared to handle three types of emergencies: a localized emergency requiring relocation to an alternate site; a widespread emergency requiring relocation to an alternate site; and a widespread emergency NOT requiring relocation to an alternate site.

The indicators for the types of emergencies and corresponding COOP relocation activities are listed below:

1. Localized Emergency Requiring Relocation to Alternate Site
 - A Town government facility sustained damage.
 - All other Town government facilities are not affected.
 - COOP alternate sites are available.
 - The facility is currently closed for normal business activities, but the incident has not affected surrounding buildings, utilities, or transportation systems.
 - Operations can shift to an alternate COOP location in the jurisdiction.
 - Will require continuity of all essential functions.
2. Widespread Emergency Requiring Relocation to Alternate Site
3.
 - A Town government facility sustained damage.
 - The surrounding area is affected.
 - COOP alternate sites may or may not be available.
 - Parts of major infrastructures (power, sewage, transportation, etc.) may have sustained damage.
 - Operations can shift to an alternate location within the jurisdiction or a neighboring jurisdiction.
 - Will require continuity of all critical essential functions.
4. Widespread Emergency NOT Requiring Relocation to Alternate Site
5.
 - A Town government facility did not sustain damage and remains open.
 - One or more departments of the Town government experiences high levels of employee absenteeism.
 - COOP operations will be conducted from the primary location.
 - Will require continuity of all critical essential functions as well as long-term essential functions.

Section 4 MULTIYEAR STRATEGY AND PROGRAM MANAGEMENT

Town leadership and the COOP staff will develop standards to help departments implement the COOP program. While the COOP and sub-plans serve as the guide during activation and recovery, the COOP program involves the framework for operational decisions to promote COOP planning. It involves making continuity planning a part of day-to-day operations through initiatives like monitoring protection methods for essential records, inventorying critical systems and equipment, implementing cross-training for critical employees, and establishing mutual aid agreements for facilities and personnel, etc. The COOP program ensures that the COOP reflects the current environment and that staff members are prepared to respond during COOP implementation. Strategy and Plan Maintenance revisions due to changes in the structure, essential functions, or of participating departments should be made promptly. Long-term plan maintenance should be undertaken carefully, planned for, and completed according to an established schedule.

During the development of this plan, the COOP staff identified the following plan maintenance strategies:

- Distributing and communicating the COOP to Town departments
- Allowing departments to develop and maintain their own COOP sub-plans, provided that they do not conflict with the Town 's strategy and maintenance processes
- Ensuring departmental review of the overarching plan and sub-plans
- Identifying issues that affect the frequency of changes required to the COOP
- Establishing a review cycle

Table 8 provides a guide to the COOP Planning Team for scheduled maintenance and updates of the COOP.

Table 8: Plan Maintenance Strategy

| Activity | Tasks | Frequency | Responsibility |
|---|--|-----------|---|
| Update and certify plan. | <ul style="list-style-type: none"> ▪ Review entire plan for accuracy. Incorporate lessons learned and changes in policy and philosophy. ▪ Manage distribution. | Annually | Departments review sub-plans. Office of Town Manager review overarching COOP. |
| Maintain orders of succession and delegations of authority. | <ul style="list-style-type: none"> ▪ Identify current incumbents. ▪ Update rosters and contact information. | Annually | Town Manager |

| | | | |
|---|---|---------|--------------|
| Maintain continuity location readiness. | <ul style="list-style-type: none"> ▪ Check all systems. ▪ Verify accessibility. ▪ Cycle supplies and equipment as necessary. | Monthly | Public Works |
|---|---|---------|--------------|

4-1

| Activity | Tasks | Frequency | Responsibility |
|---|---|---|----------------|
| Monitor and maintain essential records program. | <ul style="list-style-type: none"> ▪ Monitor volume of materials. ▪ Update/remove files. | Ongoing | Admin |
| Revise COOP implementation checklist. | <ul style="list-style-type: none"> ▪ Update and revise COOP implementation checklist. | Annually | Town Manager |
| Update contact information for key personnel. | <ul style="list-style-type: none"> ▪ Confirm/update key personnel information. | As changes occur, or no less than Quarterly | HR |
| Make new staff aware of COOP. | <ul style="list-style-type: none"> ▪ Conduct COOP awareness training for new staff. | Within the first 60 days of employment | HR |
| Orient new senior leadership. | <ul style="list-style-type: none"> ▪ Brief senior leadership on existence and concepts of the COOP overarching plan and each departmental sub-plan. ▪ Brief senior leadership on their responsibilities under the COOP overarching plan and each departmental sub-plan. | Within the first 30 days of employment | Town Manager |
| Plan and conduct exercises. | <ul style="list-style-type: none"> ▪ Conduct internal COOP exercises. Conduct joint exercises with the state and local emergency management agencies. | Annually | Police |

4-2

Section 5 TEST, TRAINING, AND EXERCISE

The test, training and exercise program will ensure that department employees are aware of their roles and responsibilities in COOP implementation. Regularly scheduled exercises are critical to ensuring that the COOP can be implemented during an emergency. Exercising is one of the most effective ways to discover and document necessary modifications. The test, training and exercise program should be progressive in nature, building from simple, individual tasks to complex, multiorganizational interactions. The program should contain activities that include build-on training and improve capabilities through a series of tests and exercises.

5.1 Training

The following subject matter should be considered for the COOP training program:

- essential functions and operations
- Operational elements of the overarching COOP and departmental sub-plans
- COOP triggers, activations, and decision-making
- Continuity facilities and resumption of normal operations
- Leadership during a COOP activation
- Safety strategies and policies including proper use of personal protective equipment

5.1.1 New Personnel

All new personnel working for the Town shall receive COOP awareness training as part of their new employee orientation from their individual department and/or work location. The training will be conducted within 60 days of an employee's first day of employment. If a new employee is designated as essential, his or her contact information will be updated on the department's internal call list. Each department is responsible for providing job-specific COOP and safety training for all new employees in their department.

5.2 Testing Program

Testing is demonstrating if the equipment, procedures, processes, and systems that support the local government's essential functions are operating correctly. Testing reveals whether equipment and systems conform to specifications and operate in the required environments. Testing validates or identifies for correction specific aspects of a COOPs procedures and processes. Periodic testing also helps ensure that equipment and procedures are maintained in a constant state of readiness.

5.2.1 Testing Schedule

It is recommended that testing and exercise plans provide for the following elements:

- Testing staff as part of the Town 's exercise program to ensure the ability to perform essential functions.
- Periodically testing alert and notification procedures and systems for all types of emergencies.

5.3 Exercises

Individual and collective exercises that vary in size and complexity will be conducted to validate elements of the COOP. Exercises will realistically simulate an emergency so that individuals and departments and divisions can demonstrate fulfillment of tasks expected of them in a real incident. Exercises promote overall preparedness; validate plans, policies, procedures, and systems; determine effectiveness of command, control, and communication functions; and evaluate preparation for incident scene activities.

5.3.1 After Action Report

The evaluation of exercises or actual incidents will identify areas for improvement and provide recommendations to enhance local government preparedness. Following the exercise or actual incident, a comprehensive debriefing and after-action report may be requested. The Town Manager, or a designee, will be responsible for coordinating the debriefing and developing the after-action report. All data collected will be incorporated into an improvement plan that provides input for annual COOP revisions.

GLOSSARY

Acronyms

| | |
|-------------|--|
| CAT | Crisis Assessment Team |
| COOP | Continuity of Operations |
| CGC | Continuity Guidance Circular |
| EOC | Emergency Operations Center |
| FEMA | Federal Emergency Management Agency |
| FOUO | For Official Use Only |
| IT | Information Technology |
| LAN | Local Area Network |
| NIMS | National Incident Management System |
| RTO | Recovery Time Objective |
| SEMS | Standardized Emergency Management System |

Definitions

Activation – When all or a portion of the COOP has been implemented.

COOP – Acronym for Continuity of Operations Plan which is plan to ensure the continuance of essential functions and services and the resumption of time-sensitive operations in the event of an emergency or disaster.

Continuity of Operations – The activities of individual units and agencies and their subcomponents to ensure that their essential functions are continued under all circumstances. This includes plans and procedures that delineate essential functions; specify orders of succession and delegations of authority; provide for the safekeeping of vital files, records, and databases; identify continuity facilities; provide for interoperable communications; and validate the plan through tests, training, and exercises.

COOP Manager – Responsible for approving overall policy directions, guidance, and objectives for COOP planning and activation. This position is fulfilled by the Town Manager.

COOP Coordinator – May be responsible for overall recovery of a department. This person also provides overall project management to ensure the quality and timely delivery of the business impact analysis, vulnerability/risk analysis, and BCP.

COOP Critical Personnel – Personnel designated by their department as critical to the resumption of essential functions and services.

Command and/or Control Center – A centrally located facility with adequate phone lines to begin recovery operations. Typically, it is a temporary facility used by the management team to begin coordinating the recovery process and is used until the continuity facilities are functional.

Communications Failure – An unplanned interruption in electronic communication between a terminal and a computer processor or between processors because of a failure of any hardware, software, or telecommunications components comprising the link. See also: network outage.

Communications Recovery – The component of disaster recovery that deals with restoring or rerouting a department’s telecommunications network or its components. Similar terms: telecommunications recovery, data communications recovery.

Continuity Facility – A facility, other than the primary facility, used to process data and/or conduct essential functions in the event of a disaster. Similar terms: alternate processing facility, alternate facility, and alternate communication facility.

Crisis Assessment Team – A team developed to conduct an initial analysis of the situation to determine if the COOP or a departmental COOP sub-plan will be activated.

Critical Equipment – Includes specific equipment required to reestablish a essential function.

Damage Assessment – The process of assessing damage to computer hardware, vital records, facilities, etc., and determining what can be salvaged or restored and what must be replaced following a disaster.

Delegations of Authority – Specifies who is authorized to act on behalf of the department head and other COOP critical officials for specific purposes.

Department Backup Personnel – A list of alternate personnel who can fill a position when the primary person is unavailable.

Disaster – An incident that renders a department unable to provide critical business functions. Similar terms: business interruption, outage, and catastrophe.

Emergency Preparedness – The discipline that ensures an organization’s readiness to respond to an emergency in a coordinated, timely, and effective manner.

Essential Records and Databases – Files, records, or databases that, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense. For legal, regulatory, or operational reasons, these records cannot be irretrievably lost damaged without materially impairing the department’s ability to maintain essential functions.

Facilities – A location containing the equipment, supplies, and voice and data communication lines to conduct transactions required to conduct business under normal conditions. Similar terms: primary site, primary processing facility, and primary operating facility.

File Backup – The practice of copying a file stored on disk or tape to another disk or tape. This is done for protection in case the active file gets damaged.

File Recovery – The restoration of computer files using backup copies.

File Server – The central repository of shared files and applications in a computer network.

Internal Call List – Standard format for an emergency call tree for employees within the scope of the project.

Interruption – An outage caused by the failure of one or more communications links with entities outside of the primary location.

Key Personnel – Personnel designated by their department as critical to the resumption of essential functions and services.

Local Area Network – Computing equipment, in proximity to each other, connected to a server that houses software that can be accessed by the users. This method does not use a public carrier. See also: WAN.

Local Area Network Recovery – The component of disaster recovery that deals specifically with replacing equipment and restoring essential data and software following a disaster. Similar terms: client/server recovery.

Logistics Manager – Staff member who has the skills and authority to coordinate the provision of resources and services during an incident.

Essential Functions – Activities, processes, or functions that could not be interrupted or unavailable for several days without significantly jeopardizing the operation of the department.

Mutual Aid Agreements – A signed agreement to provide a service, which includes the method of performance, the fees, the duration, the services provided, and the extent of security and confidentiality maintained.

National Incident Management System – Provides a consistent nationwide template to enable federal, state, local, tribal governments, private sector, and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

Network Outage – An interruption in system availability because of a communication failure affecting a network of computer terminals, processors, or workstations.

Non-Essential Function/Data – Business activities or information, which could be interrupted or unavailable indefinitely without significantly jeopardizing a department's essential functions.

Nonessential Records – Records or documents that, if irretrievably lost or damaged, will not materially impair the department's ability to conduct business.

Off-Site Storage Facility – A secure location, remote from the primary location, at which backup hardware, software, data files, documents, equipment, or supplies are stored.

Orders of Succession – Identifying alternates for senior and other key positions during an emergency in the event any of those officials are unavailable to execute their legal and/or essential duties.

Reconstitution Manager – Appointed based on nature and type of emergency. Reports to COOP Manager.

Record Retention – Storing historical documentation for a set period, usually mandated by state and federal law or the Internal Revenue Service.

Recovery – Includes all types of emergency actions dedicated to the continued protection of the public or to promoting the resumption of normal activities in the affected area.

Recovery Strategies – Alternative operating method (platform location, etc.) for facilities and system operations in the event of a disaster.

Recovery Time Objective – The period of time that a function can be suspended before its impact on the department is unacceptable.

Repository – A storage place for object models, interfaces, documents and files.

Response – Those activities and programs designed to address the immediate and short-term effects of the onset of an emergency or disaster.

Risk – An ongoing or impending concern that has a significant probability of adversely affecting a department's ability to maintain essential functions.

Risk Assessment/Analysis - The process of identifying and minimizing the exposures to certain threats that a department may experience. Similar terms: risk assessment, impact assessment, corporate loss analysis, risk identification, exposure.

Risk Management – The discipline that ensures that a department does not assume an unacceptable level of risk.

Standardized Emergency Management System – The cornerstone of California's emergency response system and the fundamental structure for the response phase of emergency management unifying all elements of California's emergency management community into a single integrated system and standardizes key elements. SEMS incorporates Incident Command System (ICS), Multi/Inter-agency coordination, Mutual aid, and the Operational Area Concept.

Vulnerability – The susceptibility of a department to a hazard. The degree of vulnerability to a hazard depends upon the risk of the hazard occurring and potential consequences.

Appendix B Town Essential Functions

Table B-1 lists the essential functions identified by each Town department in priority order for recovery time objectives.

**Table B-1
Prioritized Essential Functions**

| Department | Essential Function | Essential Function Description | Recovery Time Objectives |
|--|--|---|---|
| Tier 1 (0-12 hours, <24 hours) | | | |
| Town Administration – all Divisions | Communication with partners and community | All Divisions maintain communication with partners and community about the various needs of the community | Within 0 – 12 Hours Less than 24 hours |
| Town Administration – TM | Manage Board and Executive Staff | Town Manager maintains oversight, coordination, and communication with Board and Staff | Within 0 – 12 Hours Less than 24 hours |
| Town Administration – TM, Clerk | Coordinate and conduct emergency Board meeting(s), Set meeting agendas | Organize and convene Board emergency meeting(s) including logistics, setup, video, minutes, etc. TM sets Board meeting agendas with Mayor | Within 0 – 12 Hours Less than 24 hours |
| Town Administration – TM | Customer Service | Front Office provides timely and quality customer service with partners and community | Within 0 – 12 Hours Less than 24 hours |
| Town Clerk, Budget Section | Assess Cash Flow | Ensure that adequate liquid funds will be available to meet needs | Within 0 – 12 Hours Less than 24 hours |
| Town Clerk | Process Payroll | Process employee timecards and issue paychecks/ACH deposits (depending on when event occurs) | Within 0 – 12 Hours Less than 24 hours |

| | | | |
|---|---|--|---|
| Town Clerk – Purchasing, Accounts Payable Section | Critical A/P Payment Processing | Process Child Support and Landlord payments (depending on when event occurs) | Within 0 – 12 Hours Less than 24 hours |
| Town Clerk/ Public Works Water Billing Section | Read Meters – Process Starts/Stops of Water Service | Read Meters/process starts and stops of water service | Within 0 – 12 Hours Less than 24 hours |
| Public Works | Operate Main Shops, equipment | Issue supplies/water/first aid products/fuel to potential depts. Impacted | Within 0 – 12 Hours Less than 24 hours |

| Department | Essential Function | Essential Function Description | Recovery Time Objectives |
|-----------------|-----------------------------------|--|---|
| Human Resources | Staffing | Coordinate with EOC, Payroll and essential response departments to provide adequate staffing for event response and essential Town operations. | Within 0 – 12 Hours Less than 24 hours |
| Human Resources | Consultation and Compliance | Comply with and answer urgent questions regarding MOUs, and employment laws, regulations, and policies. Maintain and process emergency employment transactions and other essential/required records. | Within 0 – 12 Hours Less than 24 hours |
| Human Resources | Mediation and Conflict Resolution | Advise and assist managers handling urgent personnel related matters and resolve conflicts, and deal with emergencies. | Within 0 – 12 Hours Less than 24 hours |
| Human Resources | Insurance Implementation | Notify and coordinate with carriers to initiate claims process. | Within 0 – 12 Hours Less than 24 hours |
| Human Resources | ADA Compliance | Respond as necessary to ADA requests or complaints related to event or related to any Town services or programs. | Within 0 – 12 Hours Less than 24 hours |
| Human Resources | Injury Response | Report employee injuries within 24 hours of incident to CIRSA and mandatory reporting to OSHA within 8 hours of serious injuries. | Within 0 – 12 Hours Less than 24 hours |

| | | | |
|-----------------|---|---|---|
| Human Resources | Safety & Claims | Coordinate with CIRSA and prepare response plan relevant to incident. Develop Safety Plan. | Within 0 – 12 Hours Less than 24 hours |
| IT Operations | Verify network connectivity is available | Determine if network connectivity is available. Check Town fiber, Comcast or AT&T. Cutover to available network | Within 0 – 12 Hours Less than 24 hours |
| IT Operations | Ensure phone, voicemail & phone conferencing is working | Bring up phone switches and voicemail servers and conferencing appliance at available locations | Within 0 – 12 Hours Less than 24 hours |

| Department | Essential Function | Essential Function Description | Recovery Time Objectives |
|-----------------------------------|--|--|---|
| IT Operations | Internet Connectivity | Cutover to available Internet connection. | Within 0 – 12 Hours Less than 24 hours |
| IT Operations | Ensure VPN appliance is working | Ensure VPN appliance is available and working for remote workers | Within 0 – 12 Hours Less than 24 hours |
| IT Operations | SharePoint environment (EOC) | Bring up SharePoint Server Farm | Within 0 – 12 Hours Less than 24 hours |
| Planning & Engineering | EOC | Staff EOC | Within 0 – 12 Hours Less than 24 hours |
| Planning & Engineering – Building | Damage Investigation | Town Buildings | Within 0 – 12 Hours Less than 24 hours |
| Planning & Engineering | Damage Investigation | Assist PW | Within 0 – 12 Hours Less than 24 hours |
| Public Works – Facilities | Power/Generator (Generator/Fuel) <4 hrs. | Backup generator requires fuel or 4 hours. | Within 0 – 12 Hours Less than 24 hours |
| Police – Main Communication | Field Services/ Dispatch | Radio/Telephone/911 | Within 0 – 12 Hours Less than 24 hours |

| Police – Field Services/Patrol | Police – Public Safety/Emergency Response/Civil Unrest/Protection/Traffic Safety | Uniform Patrol for emergency response and calls for service | Within 0 – 12 Hours Less than 24 hours |
|--|--|---|---|
| Police – Special Services/Investigations | Police – Criminal Investigations | Investigate serious crime, Intelligence | Within 0 – 12 Hours Less than 24 hours |
| Police – TSD/IT Bureau | Police – IT Department Technology | Daily maintenance of department technology infrastructure. | Within 0 – 12 Hours Less than 24 hours |
| Rec & PW – Tree Service | Clear roadways and facilities and creeks | Help repair any possible broken water lines | Within 0 – 12 Hours Less than 24 hours |
| Rec & PW – Irrigation Service | Repair any leaks/general maintenance | Do first assessment and report to Building Department any known issues | Within 0 – 12 Hours Less than 24 hours |
| Rec & PW – Building Assessment/Maintenance | First Assessment of buildings to report conditions and assist with any evacuations | Report to Building Department any issues to help with assessment of structure | Within 0 – 12 Hours Less than 24 hours |
| Engineering/PW | Inspect Electrical systems | Streetlight, Signal, Buildings | Within 0 – 12 Hours Less than 24 hours |
| Engineering/PW | Bridge/Dam Inspection | Run Bridge Routes | Within 0 – 12 Hours Less than 24 hours |
| Department | Essential Function | Essential Function Description | Recovery Time Objectives |
| Public Works | Vehicle Supply | Maintain Fleet | Within 0 – 12 Hours Less than 24 hours |
| Public Works/Rec | Clear Streets Debris | Maintain Flow of traffic | Within 0 – 12 Hours Less than 24 hours |

| | | | |
|---------------------|-----------------------|---|---|
| | | | |
| | | | |
| Public Works | Fuel and Maintenance | Ensure sufficient fuel is available and that maintenance is available to perform repairs. | Within 0 – 12 Hours Less than 24 hours |
| Police/Public Works | Communication network | Ensure communication tools are available, such as radios and phones. | Within 0 – 12 Hours Less than 24 hours |

| Tier 2 (24-72 hours) | | | |
|---|--|---|---------------|
| Town Administration – TM | Decision-maker | <ul style="list-style-type: none"> ▪ Contracts <100k ▪ Budget modifications ▪ FEMA ▪ Personnel and appointments ▪ Franchises (i.e. refuse services) | 24 - 72 hours |
| Town Administration – TM, Clerk | Continued coordination of Board meetings and legislative process; Brown Act compliance | Organize and convene Board meeting(s); submit legislative actions to appropriate agencies; provide public/press access to meetings/actions | 24 - 72 hours |
| Town Administration – Board | Decision-maker | <ul style="list-style-type: none"> ▪ Policy ▪ Contracts 100k+ ▪ Budget appropriations ▪ Spokesperson (Mayor, TM only) | 24 - 72 hours |
| Town Administration – Clerk | Records Management | Maintain and preserve Town records, and respond to Public Records Act requests | 24 - 72 hours |
| Town Administration – Clerk | Local, State, and Federal Filings | Comply with filing official duties mandated by the Political Reform Act | 24 - 72 hours |
| Town Administration/ Rec/ Planning/ Engineering | Community Advisory Board (CAB), community grants, coordinate volunteers | Board appointed community advisory board focused on building and strengthening relationships with residents, including administering annual \$1,000 community enhancement grants; collaborate with Rec & Parks to coordinate community volunteers | 24 - 72 hours |
| Town Administration – Clerk | Board/Task Force support | Provide support for meeting(s) including logistics, setup, video, minutes, etc. | 24 - 72 hours |
| Police – Parking Enforcement | Parking Enforcement | Enforce parking and restricted parking areas | 24 - 72 hours |
| Public Works | Parking Maintenance | Routine equipment repair to maintain operations/service | 24 - 72 hours |
| Town Administration- Clerk | Parking Administration | Parking payments, customer services | 24 - 72 hours |
| Town Administration- Utility Billing | Utility Billing | Process customer utility bills | 24 - 72 hours |

| | | | |
|---------------------------|--|---|---------------|
| Police – Code Enforcement | Inspect private buildings, houses, etc. for damage | Assess habitability; condemn uninhabitable units | 24 - 72 hours |
| Human Resources | Staffing | Maintain coordination with EOC, Payroll and Town departments to ensure adequate staffing including recruitment and onboarding of temporary help, and compliance with employment laws and regulations, as other departments come on-line with normal business. | 24 - 72 hours |

| | | | |
|----------------------|-----------------------------|--|---------------|
| Human Resources | Consultation and Compliance | Prioritize, advise, and assist managers handling normal personnel-related matters and resolving conflicts. Assist employees dealing with emergencies. Maintain position control, personnel files, employment transactions and other routine records as possible. Respond to PRAs and time-critical requests from other agencies as required by law. Administer leaves. | 24 - 72 hours |
| Human Resources | Meeting Facilitation | Facilitate community meetings between Town staff and residents as needed. | 24 - 72 hours |
| HR – Risk Management | Drug Testing | Schedule mandatory drug testing and results for safety sensitive positions and post-accident testing. | 24 - 72 hours |

| Department | Essential Function | Essential Function Description | Recovery Time Objectives |
|--|---|--|--------------------------|
| HR – Risk Management | Insurance Coordination | Continue to work with brokers, field agents, and analysts to document insurance issues and efficiently transfer information to carriers. | 24 - 72 hours |
| IT Operations | Ensure Wireless Connectivity is available | Bring up Wi-Fi Controller/Check internal and guest wireless access | 24 - 72 hours |
| IT Operations, Development, Administration | Helpdesk/ Programmers/Reception area needed | Find suitable place for IT support to work. Make PCs & laptops available and/or telecommuting | 24 - 72 hours |
| Planning & Engineering– Building | Damage Investigation | Vital Buildings | 24 - 72 hours |

| | | | |
|----------------------------------|---|--|---------------|
| Planning & Engineering– Building | Damage Investigation | Private Buildings | 24 - 72 hours |
| Planning & Engineering | Public Information | Reports and Intake | 24 - 72 hours |
| Police –Records Requests | Process and maintain all crime reports and documents. | Process all crime reports, traffic reports, LE requests. | 24 - 72 hours |

| | | | |
|--|--|---|---------------|
| Rec/PW – Building assessment / Maintenance | Secure building shut off utilities if necessary, start authorized building repairs | Clean restrooms for possible heavy use | 24 - 72 hours |
| Rec/PW – Park Maintenance | Clean/stock restrooms in parks | Provide positive programs and space for those in need | 24 - 72 hours |
| Engineering | Repair failed systems | Traffic, Street, Building | 24 - 72 hours |
| Engineering | Bridge/Dam/Contracts Contract sorts | Status, inspection | 24 - 72 hours |
| Public Works | Maintain Fleet | Secure specialty equip. | 24 - 72 hours |
| Public Works/ Rec | Provide safe travel routes | Open streets | 24 - 72 hours |

Tier 3 (72 hours-1 week)

| | | | |
|--------------------------|-----------------------------------|--|--------------------|
| Town Administration – TM | Manage Policy & Operational Teams | | 72 hours to 1 week |
|--------------------------|-----------------------------------|--|--------------------|

| Department | Essential Function | Essential Function Description | Recovery Time Objectives |
|---------------|---|--|--------------------------|
| Town Clerk/HR | Electronic File Transfers & Tax Reporting | Depending on when event occurs, state & federal concrete deadlines | 72 hours to 1 week |

| | | | |
|------------------------|---|---|--------------------|
| Human Resources | Employee Relations | Prioritize and respond to urgent and routine business. Resume HR responsibilities in the areas of employee and labor relations, disciplinary actions and grievances, etc. | 72 hours to 1 week |
| Planning & Engineering | Permitting | Repair Permits | 72 hours to 1 week |
| Planning & Engineering | Public Information | Recovery Process | 72 hours to 1 week |
| Planning & Engineering | Entitlements | New Projects | 72 hours to 1 week |
| Planning & Engineering | Communication | Use media outlets and communication platforms to inform business community of emergency info and resources available; computers, phones, internet connection | 72 hours to 1 week |
| Police | Maintains all booked property | Receives, processes, stores, delivers, releases, and disposes of items which are Found, Safe keeping, Evidence. | 72 hours to 1 week |
| Rec & PW | Providing safe space for programming or shelter | Inspect play structures for safety and red tag if necessary. Coordinate with trash hauler to keep facility clean | 72 hours to 1 week |
| Rec & PW | Provide a safe clean gathering environment | Get all operations up and running | 72 hours to 1 week |

| Department | Essential Function | Essential Function Description | Recovery Time Objectives |
|-----------------|---------------------------|---------------------------------|--------------------------|
| Public Works | Install/Maintain Temp sys | Generators, lights, signals | 72 hours to 1 week |
| PW/ Engineering | Contracts/Inspection | Design/Build Damaged Inf | 72 hours to 1 week |
| Public Works | Maintain Fleet | Maintain & Repair Town vehicles | 72 hours to 1 week |
| Public Works | Re-open closed routes | Remove temp detours | 72 hours to 1 week |

| Tier 4 (1 week-30 days) | | | |
|------------------------------------|--|--|-------------------|
| Town Administration – TM/Clerk | Boards and Coms compliance | Conduct recruitments for Board, Com and Committee vacancies | 1 week to 30 days |
| Town Administration – Board/ Clerk | Advisory board and appointments, Administer oaths and affirmations | Town Board, Planning Commission, Tree Board | 1 week to 30 days |
| Town Administration – TM | Manage Board goal implementation | Coordinate and implement department response to Board goals and objectives | 1 week to 30 days |
| Town Administration – Clerk | All Remaining Finance Functions | All Remaining Finance Functions | 1 week to 30 days |
| Human Resources | Classification and salary, policy and procedures, training, etc. | Respond to routine inquiries and needs of Town Employees, etc. Classification and compensation studies and recommendations, salary schedule administration, labor negotiations, routine required reporting, developing and recommending policies and procedures, routine and new recruitments, staff development and training. | 1 week to 30 days |

| Department | Essential Function | Essential Function Description | Recovery Time Objectives |
|------------------------|-----------------------|--|--------------------------|
| Human Resources | Benefits | Entry of health and/or retirement benefit data and tracking. | 1 week to 30 days |
| Human Resources | Catastrophic Leave | Review by committee for those requesting catastrophic leave. | 1 week to 30 days |
| Human Resources | Workers' Compensation | Continuation of claims tracking and resolution. | 1 week to 30 days |
| Human Resources | Interactive Process | Interactive meetings with staff and supervisors regarding restricted return to work duties. | 1 week to 30 days |
| Human Resources | Risk and Safety | Facilitate normal Risk activities. Facilitate drug policies, leave, and remaining Safety policies. | 1 week to 30 days |
| Planning & Engineering | Public Information | Non-permit Related | 1 week to 30 days |

| | | | |
|-------------------------------|--|--|-------------------|
| Planning & Engineering | Voluntary Inspection | Non-Mandatory | 1 week to 30 days |
| Planning & Engineering/ IT | Marketing and outreach | Computers, telephones, email, internet connection, access to press | 1 week to 30 days |
| Rec/ PW | Open offices for public participation and registration | Get all operations up and running | 1 week to 30 days |
| Rec /PW | Full operation | Back doing regular work duties | 1 week to 30 days |
| Rec/ PW | Preventive maintenance programs | Back doing regular maintenance | 1 week to 30 days |
| Rec/ PW | Routine Park maintenance | First responders to help clear trees and debris | 1 week to 30 days |
| Public Works | Install/Maintain Temp sys | Generators, lights, signals | 1 week to 30 days |
| PW/ Engineering | Contracts/Inspection | Design/Build Damaged Infrastructure | 1 week to 30 days |
| Public Works | Maintain Fleet | | 1 week to 30 days |
| Public Works | Re-open closed routes | Remove temp detours | 1 week to 30 days |

Appendix C Continuity of Operations Planning Leads

**Table C-1
Continuity of Operations (COOP) Key Positions Manager**

| COOP Manager | |
|----------------------------|------------------------|
| Town Administration | Position: Town Manager |
| COOP Coordinator | |

**Table C-2
COOP Leads and Alternates**

| Department | COOP Lead | COOP Alternate |
|---------------------------------|-----------------------|-------------------|
| Town Administration | Town Clerk | Deputy Town Clerk |
| Town Attorney's Office | Town Attorney | Town Prosecutor |
| Human Resources | Dep. Town Clerk | Employers Council |
| Information Technology | TimberLAN | |
| Planning and Engineering | Town Planner/Engineer | |
| Police Department | Chief of Police | Corporal |

| | | |
|--|------------------------------|--------------------------------|
| Recreation & Parks Department | Recreation Director | Recreation Specialist |
| Public Works | Operations Manager- Water | Operations Manager- Streets |

Appendix D Continuity Facility Matrix

**Table D-1
Continuity Facility Matrix**

The Town of Kersey Continuity Facility Matrix presents the continuity facilities identified by department representatives in the event the primary facility for the department has been damaged or rendered unusable. However, depending on circumstances and the degree to which primary and continuity facilities are impacted, the listed continuity facilities may not be available or suitable for use. In those circumstances, department leadership and COOP Planning Leads or Alternates must exercise sound judgment in determining where to relocate departments.

| Department | Primary Location | Continuity Location 1 | Continuity Location 2 | Continuity Location 3 |
|----------------------------|-------------------------|--|--|------------------------------|
| Town Administration | Town Hall | Community Center, 215 2 nd St. | Prior Community Center, 415 1 st . St. | TOK Wastewater plant |

Appendix E Continuity of Operations Plan Activation Job Aid

During a disruption to Town operations, department leadership and COOP Planning Leads or Alternates will guide key personnel and staff while they activate the COOP. The COOP activation job aid is designed to facilitate a smooth transition through activation and relocation, continuity operations, and reconstitution. While reconstitution tasks are listed after continuity operations tasks in the job aid, it is generally understood that continuity operations and reconstitution tasks will be performed concurrently.

**Table E-1
COOP Planning Leads/Alternates Job Aid**

| Item | Task | Task Assigned To | Date/Time Completed |
|----------------------------------|---|------------------|---------------------|
| Activation and Relocation | | | |
| 1 | Contact emergency responders (fire, police, emergency medical services) if necessary. | | |
| 2 | Conduct evacuation of Town facilities, if necessary. | | |
| 3 | Conduct accountability of personnel and visitors. | | |
| 4 | Implement safety measures. | | |
| 5 | Contact maintenance manager to disconnect utilities and power to the building to limit further damage. | | |
| 6 | Direct and assist emergency personnel as required. | | |
| 7 | Activate COOP. | | |
| 8 | Notify Town personnel. | | |
| 9 | Hold response meeting at pre-determined site or via phone. Utilize alternate communication equipment if telecommunications infrastructure is unavailable. | | |

| | | | |
|----|---|--|--|
| 10 | Coordinate relocation procedures in coordination. | | |
| 11 | Notify external stakeholders of COOP activation. | | |
| 12 | Assemble supporting elements required for reestablishing and performing essential functions at continuity facility: <ul style="list-style-type: none"> ▪ Essential records and databases ▪ Critical software ▪ Key personnel ▪ Critical equipment | | |
| 13 | Prepare designated communications and other equipment for relocation. | | |

| Item | Task | Task Assigned To | Date/Time Completed |
|------------------------------|--|------------------|---------------------|
| 14 | Take appropriate preventive measures to protect other communications and equipment that will not be relocated. | | |
| 15 | Ensure computer connectivity and phone line transfers to the designated continuity facility. | | |
| 16 | Ensure drive-away kits are complete and ready for transfer. | | |
| 17 | Key personnel begin moving to the continuity facility. | | |
| 18 | Coordinate public information release regarding COOP activation with the Public Information Officer. | | |
| 19 | Coordinate with the Finance Department to track all expenses and resources related to the emergency. | | |
| Continuity Operations | | | |
| 20 | Conduct accountability of personnel. | | |
| 21 | Organize key personnel and account for backup personnel. | | |
| 22 | Arrange for: <ul style="list-style-type: none"> ▪ On-site telephone ▪ E-mail and phone directory | | |

| | | | |
|----|--|--|--|
| 23 | <p>Occupy workspace:</p> <ul style="list-style-type: none"> ▪ Stow equipment. ▪ Set up vital files, records, and databases. ▪ Test phone, fax, e-mail, and other communications. ▪ Establish communications with essential support elements and department elements. | | |
| 24 | Determine which essential functions have been affected. | | |
| 25 | Prioritize essential functions for restoration. | | |
| 26 | If needed, implement orders of succession and delegations of authority. | | |
| 27 | Ensure that all critical equipment, critical software, and vital files, records, and databases are available at continuity facility. | | |
| 28 | Coordinate procurement of additional equipment, as needed. | | |
| 29 | Begin performing essential functions. | | |
| 30 | Coordinate public information release on the status of COOP implementation with the Public Information Officer. | | |
| 31 | Track status and restoration efforts of all essential functions. | | |

| Item | Task | Task Assigned To | Date/Time Completed |
|-----------------------|---|------------------|---------------------|
| 32 | Begin redeployment plans for phasing down continuity facility operations. | | |
| Reconstitution | | | |
| 33 | Inform all personnel that the emergency or threat no longer exists. | | |
| 34 | Communicate with municipalities about response reentry actions. | | |
| 35 | Resume normal operations. | | |

| | | | |
|----|---|--|--|
| 36 | Inventory and salvage usable equipment, materials, records, and supplies from damaged facility. | | |
|----|---|--|--|

| | | | |
|----|--|--|--|
| 37 | Document any damaged or lost equipment and records. | | |
| 38 | Survey condition of primary locations and determine feasibility of salvaging, restoring, or returning to original facilities when emergency subsides or is terminated. | | |
| 39 | Develop long-term reconstitution and recovery plans. | | |
| 40 | Continue to track status and restoration efforts of all essential functions. | | |
| 41 | Transition all functions, personnel, and equipment from continuity facility to designated permanent location. | | |
| 42 | Track COOP activation-related costs for possible federal reimbursement. | | |
| 43 | Determine loss of inventory for insurance report. | | |
| 44 | Coordinate public information release on the status of reconstitution efforts with the Public Information Officer. | | |
| 45 | Conduct an after-action review of the effectiveness of the COOP and identify areas for improvement. | | |
| 46 | Develop a corrective action plan and remedial action plan. | | |
| 47 | Request reimbursement through public assistance. | | |

Appendix F COOP Relocation Checklist

As the department leadership and COOP Planning Leads or Alternates prepare to relocate key personnel, the following procedures will provide guidance to successfully maintain essential functions at a continuity facility.

Table F-1
COOP Relocation Checklist

| Item | Task | Task Assigned To | Date/Time Completed |
|------|---|------------------|---------------------|
| 1 | Designate a relocation manager(s) and prepare relocation checklist in support of the COOP. | | |
| 2 | Identify areas where outside support will be required in relocation operations; activate memoranda of understanding, vendor contacts, and other agreements as necessary to ensure site support. | | |
| 3 | Assemble necessary documents and equipment required to continue essential functions at the continuity facility. | | |
| 4 | Order additional resources (including equipment and office supplies) that are not in place or readily available. | | |
| 5 | Continue essential functions at the primary location, if available, until the continuity facility is operational. | | |
| 6 | Support the orderly transition of all essential functions, personnel, equipment, and vital records from the primary location to the continuity facility. | | |
| 7 | Identify essential functions that can be delayed or postponed if the COOP is implemented. | | |
| 8 | Provide for the proper storage of backup copies of essential records and other pre-positioned resources and assets. | | |
| 9 | Designate available staff to assist arriving key personnel. | | |
| 10 | Conduct COOP training for all key personnel arriving at the continuity facility. | | |
| 11 | Support the orderly transition of all essential functions, personnel, equipment, and vital records from the continuity facility to the primary location. | | |

