

CITY OF ORTING  
WASHINGTON  
RESOLUTION NO. 2019-05

ORIGINAL

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**A RESOLUTION OF THE CITY OF ORTING,  
WASHINGTON, ADOPTING THE CONTINUITY OF  
OPERATIONS (“COOP”) PLAN; AND ESTABLISHING AN  
EFFECTIVE DATE**

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**WHEREAS**, the ability of a jurisdiction to maintain delivery of essential functions to the community during and following an emergency or disaster is critical to the protection of life, property, and the environment; and

**WHEREAS**, the City of Orting (“City”) emergency planning staff has developed a Continuity of Operations (“COOP”) Plan to help the City maintain delivery of essential functions to Orting during and following an emergency or disaster; and

**WHEREAS**, the COOP Plan was developed in accordance with the Federal Emergency Management Agency’s (“FEMA”) *Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations)*, dated January 21, 2009, and *Continuity Guidance Circular 2 (CGC 2), Continuity Guidance for Non-Federal Entities: Mission Essential Functions Identification Process (States, Territories, Tribes, and Local Government Jurisdictions)*, dated July 22, 2010; and

**WHEREAS**, the COOP Plan takes an integrated approach to service delivery, decision making, and resource management to facilitate the City’s ability to best serve the Orting community during and following an emergency or disaster, and is a “living document” that will be updated over time; and

**WHEREAS**, the City Council now wishes to adopt the COOP Plan on behalf of the City.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF ORTING,  
WASHINGTON, DOES RESOLVE AS FOLLOWS:**

**Section 1. Adoption of Continuity of Operations Plan.** The City Council hereby adopts the Continuity of Operations Plan attached hereto as Exhibit A.


**Section 2. Authorization.** The City Administrator is hereby authorized and directed to take whatever steps are necessary to help ensure the successful implementation of the Plan.

**Section 3. Effective Date.** This Resolution shall be effective upon passage.

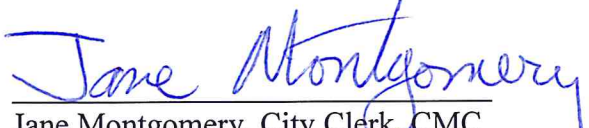
**Section 4. Corrections Authorized.** The City Clerk is authorized to make necessary corrections to this Resolution including, but not limited to, correction of clerical errors.

**PASSED BY THE CITY COUNCIL AT A REGULAR MEETING THEREOF ON THE 27<sup>TH</sup> DAY OF FEBRUARY, 2019.**


CITY OF ORTING

  
\_\_\_\_\_  
Joshua Penner, Mayor

ATTEST/AUTHENTICATED:

  
\_\_\_\_\_  
Jane Montgomery, City Clerk, CMC

Approved as to form:

  
\_\_\_\_\_  
Alexandra L. Kenyon  
Kenyon Disend PLLC  
Acting City Attorney

**City of Orting  
Continuity of Operations Plan  
January 1, 2019**

**FOR OFFICIAL USE ONLY**

**Information contained in this document is to be used only to contact departmental personnel in response to an emergency situation. It is not for distribution outside the department.**

**This plan is NIMS compliant in accordance with HSPD#5.**

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## BASIC PLAN

### I. Promulgation Statement

The City of Orting's Emergency Management mission during a catastrophic event is to reduce loss of life and property, to provide ongoing essential services to Orting citizens, and to provide for the restoration of full city services. To accomplish this mission, the City must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the City's Continuity of Operations Plan (COOP) and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

Upon plan activation, in the advent that an alternative site must be used for operational continuity, personnel who are relocated will deploy to:

**Fire District Station 43**  
**14919 Orting-Kapowsin Hwy.**  
**Pierce County, WA (Outside the City of Orting)**

**Third Alternate Facility:**

**Graham Fire District Station 94**

Upon arrival, continuity personnel must establish an operational capability and perform essential functions within 12 hours from the time of the activation of the COOP, for up to a 30-day period or until normal operations can be resumed.

This plan is developed in accordance with guidance in the *National Continuity Policy Implementation Plan*, dated August 2007; Continuity Guidance Circular 1 (CGC 1), *Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations)*, dated January 21, 2009; Continuity Guidance Circular 2 (CGC 2), *Continuity Guidance for Non-Federal Entities*, dated July 22, 2010; *Pierce City Continuity of Government Operations Plan (COGO)*, 2011; and other related Directives and guidance.

## II. Record of Changes

Document Change Table

Change Number	Location of Change	Date of Change	Individual Making Change	Description of Change

## III. Record of Distribution

Document Transmittal Record

Date of Delivery	Number of Copies Delivered	Method of Delivery	Name, Title, and Organization of Receiver

## IV. Purpose, Scope, Situations, and Assumptions

### A. PURPOSE

The City of Orting's Emergency Management mission during a catastrophic event is to reduce loss of life and property, to provide ongoing essential services to its citizens, and to provide for the restoration of full city services. To accomplish this mission, the City must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the City's missions, personnel, and facilities.

The overall purpose of City continuity of operations planning is to ensure the continuity of essential functions under all conditions. The current changing threat environment, combined with recent disasters, both nationally (e.g. Katrina, the BP oil spill in the Gulf of Mexico, or the tornadoes of 2011), or internationally (e.g. the Japanese earthquake, tsunami, and nuclear plant meltdown of 2011) have shown the need for viable continuity of operations capabilities and plans that enable departments to continue their essential functions across a spectrum of emergencies. This means a major commitment to developing all hazard COOPs is essential. Without pre-event planning for all known hazards, the City of Orting may be unable to adequately fulfill critical functions when needed, especially during and in the aftermath of a catastrophic incident.

## **B. SCOPE**

This Plan applies to the functions, operations, and resources necessary to ensure the continuation of the city's essential functions, in the event its normal operations are disrupted or threatened with disruption. It also applies to incidents where its ability to support its mission essential functions must be maintained by a very limited number of staff due to an incident that limits staff ability to respond (e.g. pandemic flu). This plan applies to all City personnel. Staff must be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

This document ensures that the City is capable of conducting its essential missions and functions under all threats and conditions, with or without warning.

## **C. SITUATION OVERVIEW**

It is the policy of City government to maintain a comprehensive and effective continuity capability that includes Departmental Continuity of Operations Plans and a City Continuity of Government Operations Plan. This is meant to ensure the preservation of City government and the continuing performance of individual departments under all conditions. It is the intent of the City government that continuity requirements be incorporated into daily operations of all departments and divisions. A comprehensive and integrated continuity capability will enable a more rapid and effective response to, and recovery from, an emergency.



This Continuity of Operations Plan is based on the assumption that the City may not receive warning of an impending emergency. As a result, a risk assessment was done to focus the planning process. This risk assessment is based on the 2015 City of Orting Hazard Identification and Risk Assessment (HIRA). The City's assessment was done for both its own facilities and in the selection of the individual alternate facilities. That assessment can be found in section 4.

Risk-specific appendices addressing the results of the City's risk assessment are found in the Hazard Specific Appendices.

#### **D. PLANNING ASSUMPTIONS**

This COOP is based on the following assumptions:

An emergency condition may require the relocation of staff to the alternate facility located at:

**Fire District Station 43**  
**14919 Orting-Kapowsin Hwy.**  
**Pierce County, WA (Outside the City of Orting)**

**Third Alternate Facility:**

**Graham Fire District Station 94**  
**23014 70th Avenue E, Graham, WA 98338**

An emergency condition, drastically reducing staff may require the development of alternate staffing patterns to fulfill the City's essential functions.

- The Fire Station 43 will support staff and the continuation of the City's essential functions by available communications and information systems within 12 hours or less from the time the COOP is activated, for potentially up to a 30-day period or until normal operations can be resumed

#### **E. OBJECTIVES**

The City's continuity objectives are:

1. Reduce the loss of life and minimize property damage and loss
2. Ensure essential functions can be performed, if applicable, under all conditions.
3. Execute a successful order of succession with accompanying authorities in the event a disruption renders that organization's leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of office.
4. Reduce or mitigate disruptions to operations.

5. Ensure the City has facilities where it can continue to perform its essential functions, as appropriate, during a continuity event.
6. Protect essential facilities, equipment, records, and other assets, in the event of a disruption.
7. Achieve the organization's timely and orderly recovery and reconstitution from an emergency.
8. Ensure and validate continuity readiness through a dynamic and integrated continuity Test, Training, and Exercise (TT&E) program and operational capability.

## **F. SECURITY AND PRIVACY STATEMENT**

This document is for official use only. Portions of this Plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under the Freedom of Information Act (see 5 United States Code §552, 41 Code of Federal Regulations Part 105-60). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with City code and is not to be released to the public or other personnel who do not have a valid "need to know" without prior approval of the City Mayor.

The disclosure of information in this plan could endanger the lives and privacy of employees and could compromise the security of essential equipment, services, and systems of the City or otherwise impair its ability to carry out essential functions. Distribution of the COOP in whole or in part is limited to those personnel who need to know the information in order to successfully implement the plan.

The City's Emergency Management Director (EMD) will distribute copies of the COOP on a need to know basis. Copies of the plan, in a redacted form, may be distributed to other organizations as necessary to promote information sharing and facilitate a coordinated interagency continuity effort. Further distribution of the plan, in hardcopy or electronic form, is not allowed without approval from the City Mayor. Updated versions of the COOP will be distributed annually or as critical changes occur.

## **V. Concept of Operations**

### **A. PHASE I: READINESS AND PREPAREDNESS**

The City staff will participate in the full spectrum of readiness and preparedness activities to ensure its personnel can continue essential functions in an all-hazard/risk environment. Readiness activities are divided into two key areas:

- Organization readiness and preparedness
- Staff readiness and preparedness

## Organization Readiness and Preparedness

The City’s preparedness incorporates hazard/threat warning systems, which includes Pierce County’s PCWARN, and lahar warning sirens.

**Staff Readiness and Preparedness:** The City’s personnel must also prepare for a COOP event. Personnel should plan in advance what to do in an emergency and should develop a Family Support Plan to increase personal and family preparedness. Staff may use the sample Family Support Plan in Annex D or use the information and templates that are available at [www.ready.gov](http://www.ready.gov) . Staff needing additional assistance in creating a family support plan, should contact the City’s Police Chief, Fire District 18’s fire chief, HR, or the American Red Cross for further information.

1. Personnel who have the responsibility to implement the move to an alternate facility and initiate operations from there must maintain drive-away kits. They are responsible for carrying the kits to the alternate facility or pre-storing the kits at the alternate site. A typical drive-away kit should contain those items listed in the table below. In order to maintain currency of drive-away kits, the City has established procedures for updating the kits. These include that continuity staff bring their drive-away kits to all regular trainings.

### Drive Away Kit

Drive Away Kit	
<ul style="list-style-type: none"><li>● Identification and City charge cards<ul style="list-style-type: none"><li>○ City identification card</li><li>○ Drivers license</li><li>○ Health insurance card</li><li>○ City and Personal charge card</li></ul></li><li>● Communication equipment<ul style="list-style-type: none"><li>○ City provided or Personal cell phone</li><li>○ Handheld radios</li></ul></li><li>● Hand-carried vital records</li><li>● Directions to alternate facility</li><li>● Maps of surrounding area (Thomas Brothers or others)</li><li>● COOP</li><li>● Flashlight</li></ul>	<ul style="list-style-type: none"><li>● Business and personal contact numbers<ul style="list-style-type: none"><li>○ Emergency phone numbers and addresses (relatives, medical doctor, pharmacist)</li></ul></li><li>● Toiletries</li><li>● Bottled water and non-perishable food (i.e., granola, dried fruit, etc.)</li><li>● Medical needs<ul style="list-style-type: none"><li>○ Insurance information</li><li>○ List of allergies/blood type</li><li>○ Hearing aids and extra batteries</li><li>○ Glasses and contact lenses</li><li>○ Prescription drugs (30-day supply)</li><li>○ Over-the-counter medications, dietary supplements</li></ul></li></ul>

In addition, the City conducts the following continuity readiness and preparedness activities including: catastrophe table top exercises, orientation training, and all staff trainings.

**B. PHASE II: ACTIVATION AND RELOCATION**

To ensure the ability to attain operational capability at continuity sites and with minimal disruption to operations, the City has developed detailed activation and relocation plans, which are captured in the following sections.

**Decision Process Matrix**

Based on the type and severity of the emergency situation, the City’s COOP may be activated by one of the following methods:

- (1) The City’s Emergency Management Director (EMD) or his/her designated successor may initiate COOP activation for the entire City.
- (2) The City Mayor, or a designated successor, may initiate the COOP activation for the entire organization, based on an emergency directly impacting, or threat directed at, the organization.

The decision to activate the City’s COOP and corresponding actions to be taken are tailored for the situation, based upon projected or actual impact and severity and that may occur with or without warning. To support the decision-making process regarding plan activation, key organization personnel will use the decision matrix below to support that process.

**Decision Matrix**

<b>Decision Matrix for COOP Implementation</b>		
	<b>Work Hours</b>	<b>Non-Work Hours</b>
Event With Warning (e.g. flood, volcanic eruption, pandemic flu, wind storm)	<ul style="list-style-type: none"> <li>• Will the threat impact the facility or larger geographic area?</li> <li>• Is the threat aimed at organization personnel?</li> <li>• Are employees unsafe remaining in the facility and/or area?</li> <li>• Is staffing potential adequate to maintain operations?</li> </ul>	<ul style="list-style-type: none"> <li>• Will the threat impact the facility or larger geographic area?</li> <li>• Is the threat aimed at organization personnel?</li> <li>• Who should be notified of the threat?</li> <li>• Is it safe for employees to return to work the next day?</li> <li>• Is staffing potential adequate to maintain operations?</li> </ul>
Event Without Warning (e.g. earthquake, IED, spontaneous lahar, etc.)	<ul style="list-style-type: none"> <li>• Are facilities affected?</li> <li>• Are personnel affected? Have personnel safely evacuated or are they sheltering-in-place?</li> <li>• What are instructions from first responders?</li> </ul>	<ul style="list-style-type: none"> <li>• Are facilities affected?</li> <li>• Have all non-normal hour working staff been accounted for?</li> <li>• What are instructions from first responders?</li> </ul>

Decision Matrix for COOP Implementation		
	Work Hours	Non-Work Hours
	<ul style="list-style-type: none"> <li>• Is staffing potential adequate to maintain operations?</li> <li>• How soon must the organization be operational?</li> </ul>	<ul style="list-style-type: none"> <li>• Is staffing potential adequate to maintain operations?</li> <li>• How soon must the organization be operational?</li> </ul>

As the decision authority, the Mayor and/or the EMD will be kept informed of the threat environment using all available means. Information may come from the Emergency Operations Center, first responders, the City website, local and national news organizations via both the internet and radio and television, and social media sources. He/she will evaluate all available information relating to:

- (1) The health and safety of personnel
- (2) Direction and guidance from the City Mayor
- (3) The ability to execute essential functions
- (4) Changes in readiness or advisory levels
- (5) Incident/Intelligence reports
- (6) The potential or actual effects on communication systems, information systems, office facilities, and other vital equipment
- (7) The expected duration of the emergency situation

**Alert and Notification Procedures:** The EOC maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after a COOP event.

When there is knowledge of a possible, developing or imminent event, personnel will monitor advisory information. If normal operations are interrupted or an incident appears to be imminent, the EMD or designee will take the following steps to communicate the organization's operating status with all staff:

- (1) The EMD or designated successor will initiate the notification of staff of the need to activate the COOP
- (2) Personnel will notify family members, and/or emergency contacts of COOP activation

Upon the decision to activate the COOP, the EMD or designee will notify all staff, as well as affected and interdependent entities with information regarding continuity activation, relocation, operational and communication status, and the anticipated duration of activation and if necessary relocation. These entities include:

- Continuity facilities and on-site support teams with information regarding continuity activation and relocation status and the anticipated duration of relocation
- All departments and employees, both essential and non-essential personnel with instructions and guidance regarding the continuity activation and relocation
- The Pierce County EOC at 253-798-7470.
- The City's Emergency Operations Center, the City Mayor and City Administrator, and other applicable departments, elements/entities with information regarding continuity activation and relocation status.

### **Relocation Process**

Following activation of the plan and notification of personnel, the City may be required to move personnel and vital records to an alternate facility. If relocation is necessary, designated personnel will deploy to the assigned alternate facility to perform the City's essential functions and other continuity related tasks.

Emergency relocation procedures during duty hours, with or without a warning, are as follows:

- Continuity personnel, will move operations to the designated alternate facility.
- Other personnel present at the facilities to be evacuated to another location at the time of an emergency notification will receive instructions from Emergency Management Director. In most scenarios, other staff members will be directed to proceed to their homes or to other facilities to wait for further guidance.
- Information, if available, will be provided regarding safety precautions and routes to use when leaving the primary operating facility.

Emergency procedures during non-duty hours with or without a warning are as follows:

- Advance team members will deploy to their assigned alternate facility from their current location.
- Each continuity member will depart to his/her assigned alternate facility from his/her current location.

Non-continuity personnel may be required to replace or augment continuity personnel during activation. These activities will be coordinated by the Emergency Management Director or designee with the replacement staff on a case-by-case basis. Non-continuity personnel will remain available to replace or augment continuity personnel, as required.

Personnel who are not designated as continuity personnel will be directed to move to the alternate EOC or home until further notice.

In the event of an activation of the COOP, the EMD or designee may need to procure necessary personnel, equipment, and supplies that are not already in place for continuity operations on an emergency basis. The EMD maintains the authority for emergency procurement.

### **C. PHASE III: CONTINUITY OPERATIONS**

Upon activation of the Continuity of Operations Plan, the City will continue to operate at its primary operating facility with available staff.

The City may be ordered to cease operations at its operating facilities. At that time, essential functions will transfer to the alternate facility. The City must ensure that the COOP can become operational within 12 hours of plan activation.

The advance team will arrive at the alternate facility first to prepare the site for the arrival of the continuity personnel. Upon arrival at the alternate facility, the advance team will:

- Ensure infrastructure systems, such as power and HVAC are functional
- Prepare check-in duty stations for continuity staff arrival
- Field telephone inquiries from staff

As continuity personnel arrive at the alternate facility, the EMD or their designee will conduct in-processing the staff to ensure accountability. In-processing procedures are conducted at the EOC or alternate EOC and will include:

Upon arrival at the alternate facility, the continuity personnel will:

- Report immediately to the EOC for check-in and in-processing
- Receive all applicable instructions and equipment
- Report to their respective workspace as identified in EOC Plan or as otherwise notified during the activation process
- Retrieve pre-positioned information and activate specialized systems or equipment
- Monitor the status of personnel and resources
- Continue City essential functions
- Prepare and disseminate instructions and reports, as required
- Comply with any additional continuity reporting requirements
- Notify family members, and emergency contacts of preferred contact methods and information
- Notify the Pierce County EOC of the City's current status

A significant requirement of continuity personnel is to account for all City personnel. The following processes will be used to account for all personnel:

- Call down telephone trees, and the City website

During continuity operations, the City may need to acquire necessary personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The EMD or their designee maintains the authority for emergency acquisition.

#### **D. PHASE IV: RECONSTITUTION OPERATIONS**

If the activation of the COOP is due to the need to relocate to an alternate facility then, within 24 hours of the emergency relocation, the following individuals will initiate and coordinate operations to salvage, restore, and recover those facilities that were relocated after receiving approval from the appropriate authorities:

- The EMD will serve as the Reconstitution Manager for all phases of the reconstitution process
- A reconstitution point-of-contact will be designated to work with the Reconstitution Team and to update office personnel on developments regarding reconstitution. The reconstitution point-of-contact will be Emergency Management Director and implemented within 24 hours of the COOP activation

During continuity operations, where an alternate facility is used, the status of the impacted facilities must be ascertained by The Public Works Director and/or the Building Official or their designee. Upon obtaining the status of the facilities that are out of service, the Public Works Director and/or the Building Official or their designee will determine how much time is needed to make the facilities operational again. This may involve reconnecting with infrastructure, repair the affected facility and/or acquiring a new facility. This determination is made in conjunction with the Mayor. Should the Mayor decide to repair the affected facility, the Public Works Director and/or the building Official has the responsibility of supervising the repair process and must notify the Mayor of the status of repairs, including estimates of when the repairs will be completed.

Reconstitution will commence when the EMD or other authorized person ascertains that the emergency situation has ended and is unlikely to reoccur. Once the appropriate authority, in coordination with other applicable authorities has made this determination, one or a combination of the following options may be implemented:

- Continue to operate from the alternate facility
- Reconstitute the City facilities and begin an orderly return to those facilities
- Begin to establish a reconstituted facilities in another facility, or develop a new, temporary or permanent, designated location



Before relocating to the evacuated facility or another facility, the Public Works Director and/or the Building Official will conduct appropriate security, safety, and health assessments to determine building suitability. In addition, the Public Works Director and/or the Building Official will verify that all systems, communications, and other required capabilities are available and operational and that the City is fully capable of accomplishing all essential functions and operations at the new or restored facility.

Upon a decision by the Mayor and/or the EMD or other authorized person that the evacuated facility can be reoccupied or that City will re-establish itself in a different facility:

The EMD or their designee must notify the relevant offices and organizations with updated information regarding continuity activation and relocation status, operational and communication status, and anticipated duration of relocation. The Emergency Management Director or their designee will develop space allocation and facility requirements

- The EMD or their designee will notify all personnel that the emergency or threat of emergency has passed and actions required of personnel in the reconstitution process using
- The EMD or their designee will coordinate with the Facilities Department and/or other applicable organizations to obtain office space for reconstitution, if the City facilities are uninhabitable
- The EMD or their designee will develop procedures, as necessary, for restructuring staff

Upon verification that the new or restored facility is available and operational and that the City is fully capable of accomplishing all essential functions and operations there, the EMD or their designee will begin supervising the movement of personnel, equipment, and documents to that facility. The phase-down and return of personnel, functions, and equipment will follow a priority-based plan developed for the incident.

The City will continue to operate at its alternate facility until notified that operations have been restored at either the original facility or another alternate. At that time, essential functions will transfer to the original or new facility. The EMD or their designee will develop resumption plans based on the incident and facility as soon as possible once the COOP has been activated.

The EMD will identify any records affected by the incident. In addition, the EMD or their designee will instruct the IT Consultant to transition or recover vital records and databases, as well as other records that had not been designated as vital records. The IT Consultant will begin development of specialized vital records transition and recovery plans based on the incident and facility within 24 hours of plan activation.

When the continuity personnel, equipment, and documents are in place at the new or restored operating facilities, the remaining City staff at the alternate facility or devolution site will transfer essential functions, cease operations, and deploy to the new or restored primary operating facility. The EMD or their designee shall oversee the orderly transition from the alternate facility of all City functions, personnel, equipment, and records to a new or restored primary operating facility. The City Treasurer is responsible for developing a process for receiving and processing employee claims during the COOP event, including processing human capital claims (including Workers' Compensation for injuries, overtime pay, etc) and replacing lost or broken equipment.

If the activation of the COOP is due to the loss of staff, the reconstitution process may be gradual as either staff return to work, current staff are reclassified taking up many of the positions that need support, or the hiring of new staff members for the City.

Regardless of the level of COOP activation or length of time the City is operating under the COOP, it will conduct an After Action Review (AAR) once it has returned to its normal facilities or established in a new operating facilities. The EMD or their designee has the responsibility for initiating and completing the AAR. All offices within City will have the opportunity to provide input to the AAR. This AAR will study the effectiveness of the COOP and procedures, identify areas for improvement, document these in the City's corrective action program (CAP), and then develop a remedial action plan as soon as possible after the reconstitution. The EMD or their designee has the responsibility for documenting areas for improvement in the CAP and developing a remedial action plan. In addition, the AAR will identify which, if any, records were affected by the incident, and will work to ensure an effective transition or recovery of vital records and databases and other records that had not been designated as vital records. AAR and CAP documentation are maintained by The City Clerk and are found at City Hall.

## **VI. Organization and Assignment of Responsibilities**

Key staff positions within the City's COOP, include individual continuity members, those identified in the order of succession and delegation of authority, the EMD who functions as Continuity Coordinator, continuity managers, and others possess additional continuity responsibilities. The responsibilities of these key continuity personnel are delineated below.

Position	Responsibilities
Director (Emergency Management Director or Designee)	<ul style="list-style-type: none"> <li>• Provide strategic leadership and overarching policy direction for the continuity program</li> <li>• Implement the COOP when necessary, or when directed by a higher authority</li> <li>• Update and promulgate orders of succession and delegations of authority</li> <li>• Ensure adequate funding is available for emergency operations</li> <li>• Ensure all organization components participate in continuity exercises</li> <li>• Update Continuity Plan annually or after an incident, or when needed by staff or other changes</li> </ul>
Communications Manager (City Clerk)	<ul style="list-style-type: none"> <li>• Update telephone rosters quarterly or when there are staff changes</li> <li>• Conduct alert and notification tests</li> </ul>
Records Manager (City Clerk)	<ul style="list-style-type: none"> <li>• Review status of vital records, files, and databases</li> </ul>
Training Manager (Finance Director))	<ul style="list-style-type: none"> <li>• Develop and lead Continuity training</li> <li>• Plan Continuity exercises</li> </ul>
Continuity Personnel (Police Chief, City Treasurer, Court Administrator, Parks and Rec Director, Public Works Director, City Clerk)	<ul style="list-style-type: none"> <li>• Be prepared to deploy and support organization essential functions in the event of COOP implementation</li> <li>• Provide current contact information to manager</li> <li>• Be familiar with the COOP and understand individual roles and responsibilities in the event it is activated</li> <li>• Participate in continuity training and exercises as directed</li> <li>• Have a telework agreement for this position, if applicable.</li> </ul>

**VII. Direction, Control, and Coordination**

During an activation of the COOP, the EMD maintains responsibility for direction and control of the City’s emergency response. Should the EMD become unavailable or incapacitated; the organization will follow the directions laid out in the “*Orders of Succession and Delegations of Authority*” annexes.

**VIII. Disaster Intelligence**

During a COOP event, the EMD will require the collection and dissemination of critical information. While specific incidents may cause additional or specialized reporting requirements, the following table lists examples of the information that would be collected and reported regardless of incident type.

Information Element	Specific Requirement	Responsible Element	Deliverables	When Needed	Distribution
Personnel Accountability	Account for all employees Account for all contract personnel	Human Resources Division	Reports Briefings	Status updates hourly following Plan activation , later as necessary	Emergency Management Director, EOC Planning Team, City Mayor
Operational Status	If Alternate Site is used have the Personnel arrived at site Ability to conduct each essential function	Continuity Managers	Situation briefings Situation reports	No later than 6 hours after plan activation, then hourly until situation has stabilized then as necessary	Emergency Management Director, City Administrator, Mayor
Hazard Information	Threat details specific to the individual facilities including the continuity facility(ies)	Response coordination center or emergency operations center	Situation briefings Situation reports	Two times per day at shift change or as the situation changes	EOC staff, Emergency Management Director, City Administrator, Mayor

## IX. Communications

The City has identified available and redundant critical communications systems that are located at the primary operating facilities and at the alternate facility. Further, the City maintains fully capable continuity communications that support organization needs during all hazards/threats, to include pandemic and other related emergencies as described in the Pierce County/City HIRA, and gives full consideration to supporting social distancing operations including telework and other virtual offices.

All necessary and required communications and IT capabilities should be operational within 12 hours of continuity activation.

## X. Plan Development and Maintenance

The EMD is responsible for maintaining the city's Continuity of Operations Plan.

This COOP, essential functions, and supporting activities, will be reviewed by the City's Management Team and updated annually from the date of publication as part of the annual maintenance of COOPs and procedures. The EMD is responsible for the annual plan review and update. In addition, the plan will be updated or modified when there are significant organizational or procedural changes or other events that impact continuity processes or procedures. Comments or suggestions for improving this plan may be provided to the Emergency Management Director at any time.

## XI. Authorities and References

### FUNCTIONAL ANNEXES

#### I. Essential Functions Annex

##### A. IDENTIFICATION OF ESSENTIAL FUNCTIONS

The City has completed the MEF process to identify those functions that the City must continue.

##### City Essential Functions

The City's MEFs are based on its mission and role in support of the continued performance of Pierce City essential functions. These essential functions, as listed below, represent responsibilities of City government leaders to ensure the well-being of the community.

City Essential Functions
Essential function 1: Maintain Continuity of Government. Focus: Ensure the continued functioning of critical government leadership elements, including: succession to key offices; organizational communications; leadership and management operations; situational awareness; personnel accountability; and functional and judicial organizations (as necessary).
Essential function 2: Provide Visible Leadership. Focus: Visible demonstration of leaders effectively dealing with the crisis and leading the response efforts; this assists in providing and monitoring the threat and confidence of established government organizations and the public.
Essential function 3: Maintain Effective relationships with neighbors and partners. Focus: maintain external relationships and agreements with a wide variety of entities; this may vary considerably across various departments in the City and their outside partners. This includes communication and interactions, as necessary during a crisis, with critical partners and organizations, including the Federal Government; state, tribal, other counties, cities and towns, independent agencies, utilities and other types of districts, non-profit organizations, and private sector entities.
Essential function 4: Maintain Law & Order. Focus: Maintain civil order and public safety (protecting people and property, and the rule of law): ensuring basic civil rights, preventing crime, and protecting critical infrastructure. This involves local, state, tribal and federal law enforcement.
Essential function 5: Provide Emergency Services. Focus: Provide critical emergency services, including emergency management, police, fire, ambulance, medical, search and rescue, hazmat, shelters, emergency food services, recovery operations, etc.
Essential function 6: Maintain Economic Stability. Focus: Manage the overall economy of the City government. The City is responsible for managing its finances and ensuring solvency.

Essential function 7: Provide Basic Essential Services. Focus: Ensure provision of basic services, including water, power, health care, communications, transportation services, sanitation services, environmental protection, commerce, etc. These are services that must continue or be restored quickly to provide for basic needs. Other less critical services (recreation, education) may be delayed or deferred.

### **Mission Essential Functions**

Upon identifying all government functions, the City identified those functions that are MEFs. Mission Essential Functions are a limited set of department functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities. the City implemented the MEF identification process to identify and prioritize their organizational MEFs. The City's MEFs, as validated and approved by the City Council and Mayor are listed below in priority order.

- 1. City Government: Mayor, City Council, City Administrator.**
- 2. City Police Department.**
- 3. Public Works Department.**
- 4. City Finance Department.**
- 5. City Court.**
- 6. City Administration and records.**

### **A. IDENTIFICATION OF CONTINUITY PERSONNEL**

In order to continue its mission essential functions, the City has determined the staff positions necessary to relocate under COOP activation. A copy of the current roster is found on line and in the Finance Department. The City Clerk is responsible for maintaining roster currency and ensuring personnel are matched against needed positions.

Each continuity member is selected by the EMD based upon:

- The predetermined essential functions that must be performed, regardless of the operational status of the primary operating facility
- The member's knowledge and expertise in performing these essential functions
- The member's ability to rapidly deploy to the alternate facility if necessary in an emergency situation

*Continuity Personnel Roster.*

Function #1:	<i>Title/Position</i>	<i>Name</i>	<i>Phone numbers</i>
Respond to Catastrophic Hazards including Lahar, earthquake and flood	Emergency Management Director/Public Safety (Police Chief)	Chris Gard	Cell: 253.377.4429
	Alternate: City Administrator/Administration & Government Continuity	Mark Bethune	Cell: 253.405.3848
	Operations/Public Works Continuity: Public Works Director	Greg Reed	Cell: 253.348.0126
	Alternate: Public Works Supervisor	Mark Barfield	253.405.8100
	Finance/City Treasurer Financial Records Continuity	Scott Larson	253.355.5166
	Alternate: Senior Accountant	Freda Bingham	253.324.4564
	EOC Planning and Court Continuity	<i>Kaaren Woods</i>	253.376.9182
	Alternate: Court Clerk	<i>Kim Kainoa</i>	253.
Public Records Continuity and Communications – City Clerk	Jane Montgomery	253.329.4155	
Alternate: Parks and Rec Director	Beckie Meek	253.426.2634	

	Facility Inspection and Continuity – Building Official	Tim Lincoln	253.208.5281

## II. Vital Records Management Annex

“Vital records” refers to information systems and applications, electronic and hardcopy documents, references, and records, to include classified or sensitive data, needed to support MEFs during a COOP event. The City has incorporated its vital records program into the overall continuity program, plans, and procedures.

The City’s vital records program incorporates into the overall COOP with a clear authority to include:

- Policies
- Authorities
- Procedures
- Public Records
- Financial Records
- The written designation of the City Clerk, vital records manager

### Orting official vital records program:

- Identifies and protects those records that specify how an organization will operate in an emergency or disaster
- Identifies those records necessary to the organization’s continuing operations
- Identifies those records needed to protect the legal and financial rights of the Government and citizens

As soon as possible after activation of the COOP, but in all cases within 12 hours of activation including when the alternative facility is activated, continuity personnel should have access to the appropriate media for accessing vital records, including:

- A local area network
- Electronic versions of vital records
- Supporting information systems and data
- Internal and external e-mail and e-mail archives
- Hard copies of vital records

### Identifying Vital Records

The City Clerk and the City Treasurer have identified the following as vital to its operations, and has assigned responsibility for those records to themselves as well as support staff, which includes a combination of continuity personnel, personnel in the Finance office and the City Clerk’s records management personnel.

The City maintains a complete inventory of vital records, along with the locations of and instructions on accessing those records. These records are located at City Hall and the



Public Safety Building. All data base information including customer information and finances are maintained by internet backup systems. This inventory will be maintained on the internet that is accessible by the City Treasurer and the City Clerk to ensure continuity if the primary site is damaged, destroyed, or unavailable.

The City Clerk, the City Treasurer and the Police department, in coordination with the IT Consultant, have developed and maintain a vital records plan packet or collection located at City Hall, the Public Safety Building and on the internet servers. The packet or collection includes:

- A hard copy or electronic list of the City's key organization personnel and continuity personnel with up-to-date telephone numbers
- A vital records inventory with the precise locations of vital records.
- Updates to the vital records
- Necessary keys or access codes
- Listing of the access requirements and sources of equipment necessary to access the records
- Alternate facility locations
- Lists of records recovery experts and vendors provided by the City's IT Consultant.
- A copy of the City's COOP

For the above items, the City Clerk is responsible for providing access requirements and lists of sources of equipment necessary to access the records.

This packet will be annually reviewed by the City Clerk with the date and names of the personnel conducting the review documented in writing to ensure that the information is current.

### **Protecting Vital Records**

The protection of vital records is essential to ensuring the records are available during a COOP event, thus enabling agencies to conduct MEFs. The City Clerk and the City Treasurer have conducted a vital records and database risk assessment to:

- Identify the risks involved if vital records are retained in their current locations and media, and the difficulty of reconstituting those records if they are destroyed
- Identify offsite storage locations and requirements
- Determine if alternative storage media is available
- Determine requirements to duplicate records and provide alternate storage locations to provide readily available vital records under all conditions

The vital records and database risk assessment was performed by the City Finance Department and the City Clerk.

Appropriate protections for vital records will be provided by the City Clerk and will include dispersing those records to other agency locations or storing those records offsite.

When determining and selecting protection methods, the City Clerk takes into account the special protections needed by different kinds of storage media. Microforms, paper photographs, and computer disks, tapes, and drives, all require different methods of protection. Some of these media may also require equipment to facilitate access.

### **Training and Maintenance**

The City's vital records program includes a training program conducted by the City Clerk for all staff, to include periodic briefings to managers about the vital records program and its relationship to their vital records and business needs. City staff training focuses on identifying, inventorying, protecting, storing, accessing, and updating the vital records. Training records for vital records are maintained by the City Finance Department.

The City's vital records program includes an annual review of the program to address new security issues, identify problem areas, update information, and incorporate any additional vital records generated by new agency programs or functions or by organizational changes to existing programs or functions. The review is conducted by the Finance Department and the City Clerk. The review provides an opportunity to familiarize staff with all aspects of the vital records program. It is appropriate to conduct a review of the vital records program in conjunction with City continuity exercises. Documents confirming review of the vital records program are maintained by the City Clerk. At a minimum, the City's vital records are annually reviewed, rotated, or cycled so that the latest versions will be available.

The City conducts annual testing of the capabilities for protecting classified and unclassified vital records and for providing access to them from the alternate facility.

Vital File, Record, or Database	Support to Essential Function	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate facility	Hand Carried to Alternate facility	Multiple Storage Location(s) Y/N	Maintenance Frequency
Ordinances, Resolutions, Minutes, Council Packets	Function # 1	Electronic/hard copy	Out of State Server	None	Yes, State Archives and out of state electronic	Ongoing
GIS Mapping Database	Function #1	Electronic	Y	N	Y	Quarterly
List of Licensed Spill Cleanup Contractors	Function #1	Hardcopy	Y	N	N	Quarterly
Chemical Tier II Database	Function #1	Electronic	Y	N	N	Annually
Water Plant Operation & Maintenance records	Function #1	Electronic	Y	N	Y	Annually
WWTP reports (older)	Function #1	Electronic	Y	N	Y	Annually
Drinking water monitoring & testing	Function #1	Electronic	Y	N	Y	Annually
As-builts & plat maps	Function #1	Electronic hard copy	Some	Y/N	Y/N	Annually
Side sewer as-builts	Function #1	Electronic	N	Y	N	Annually
Cemetery Layout and Records	Function #1	Electronic	Y	N	Y	Annually
Annual reports to WSDOE, WSDOH, WSDOT, PCDOH	Function #1	Electronic	Y	N	Y	Annually
Public and Private Sewage System Records	Function #1	Electronic	X		Y	Quarterly

Wastewater Plant Operation & Maintenance records

As-builts & plat maps

Side sewer as-builts

Equipment Service manuals Cemetery Layout

Annual reports to WSDOE, WSDOH, WSDOT, PCDOH are recorded with these agencies yearly.

WWTP reports

### III. Alternate Facilities Annex

#### Alternate facility Information

The City has designated alternate facilities as part of its continuity of operations plan and has prepared personnel for the possibility of unannounced relocation to the site(s) to continue essential functions. The City reevaluates its continuity facilities at least annually and whenever the COOPs are reviewed and updated.

The City Clerk maintains Memorandums of Agreement (MOA)/Memorandums of Understanding (MOU) and reviews the MOUs annually, as applicable.

An MOU is necessary because the City of Orting has multiple jurisdictions within city limits that must coordinate their assets to best respond to hazards

The City's primary alternate facility is located at Fire District 18 station 43 at 19503 150<sup>th</sup> Ave. E., Orting WA . Additional facility details are as follows:

- 1) This facility is **owned** by Pierce County's Fire District 18

The City's alternate facilities provide the following in sufficient quantities to sustain operations for up to 30 days or until normal business activities can be resumed:

- (1) Sufficient space and equipment, including computer equipment and software. The alternate facility is able to accommodate 20 personnel.
- (2) Capability to perform MEFs within 12 hours of plan activation or an event, respectively, for up to 30 days or until normal operations can be resumed.
- (3) Reliable logistical support, services, and infrastructure systems. Consideration for health, safety, security, and emotional well-being of personnel. Considerations available at the alternate site include restrooms, cooking facilities, first responders with medical ability
- (4) Interoperable communications for effective interaction.
- (5) Capabilities to access and use vital records.
- (6) Systems and configurations that are used in daily activities. IT support at the alternate facility is "Popular Networks" the City's IT contractor
- (7) Emergency/back-up power capability.

### Alternate facility Logistics

The City's alternate facility maintains activation plans in order to achieve full operational capability within 12 hours of notification.

The City maintains a transportation support plan that describes procedures for both warning and no-warning events.

- During a no-warning event, advance team and continuity personnel walk or take their own vehicle or city vehicle to the alternate facility. If the hazard is a lahar Admin staff walk to the County Rock Quarry and are then transported to Station 43 by police, fire, and/or public works staff. Public Works staff attempt to take city vehicles to the station. If traffic is stalled they will walk to the rock quarry as well and wait for transportation from police and county fire staff.
- During a with-warning event, advance team and continuity personnel transport themselves with private or city vehicles. The City has addressed the need for housing to support continuity personnel on-site at the alternate facility.

### Alternate facility Orientation

The City regularly familiarizes its personnel with its alternate facilities. The City accomplishes this orientation through table top emergency exercises. Further, the City annually trains and prepares its personnel for the possibility of an unannounced relocation to all continuity facilities. This training is reflected in organization training records located the Finance Department at City Hall.

## IV. Continuity Communications Annex

The City has identified available and redundant critical communication systems that are located at the alternate facility. Further, the city police department and the County Fire District maintain fully capable continuity communications that could support organization needs during all hazardous incidents or threats, to include pandemic and other related emergencies, and give full consideration to supporting social distancing operations including telework and other virtual offices. These systems provide the ability to communicate within and outside the organization.

Communication System	Support to Essential Function	Current Provider	Specification	Alternate Provider	Special Notes
Non-secure Phones	Yes	Mitel	NA	NA	NA
Secure Phones	Yes	Verizon	NA	NA	NA
Fax Lines	Yes	Century-Tel	NA	NA	NA
Cellular Phones	Yes	Verizon	NA	NA	NA
E-mail	Yes	Mitel	NA	NA	NA
Internet Access	Yes	Verizon	NA	NA	NA

Communication System	Support to Essential Function	Current Provider	Specification	Alternate Provider	Special Notes
Data Lines	Yes	Century-Tel	NA	NA	NA
Two-way Radios	Yes	NA	NA	NA	NA

All necessary and required communications and IT capabilities should be operational as soon as possible following COOP activation, and in all cases, within 12 hours of activation.

The City possesses communications capabilities to support the organization’s senior leadership while they are in transit to alternate facilities. These capabilities are maintained by individual staff members and radios are maintained by the police department

**V. Leadership and Staff Annex**

**A. ORDERS OF SUCCESSION**

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision making authority. The City has identified successors for the positions of Mayor, City Administrator, Police Chief, Public Works Director, City Treasurer, City Clerk, and Court Administrator. A copy of these orders of succession is in the city’s data base.. The EMD is responsible for ensuring orders of succession are up-to-date. When changes occur, The EMD distributes the changes to all staff.

The City’s orders of succession are:

*Table V.1*

<b>Mayor</b>	<ol style="list-style-type: none"> <li>1. Deputy Mayor</li> <li>2. City Administrator</li> </ol>
<b>City Administrator</b>	<ol style="list-style-type: none"> <li>1. City Treasurer</li> <li>2. Public Works Director</li> </ol>
<b>Police Chief</b>	<b>Lieutenants (2)</b>

<b>City Treasurer</b>	<ol style="list-style-type: none"> <li>1. <b>City Administrator</b></li> <li>2. <b>Senior Accountant</b></li> </ol>
<b>Public Works Director</b>	<ol style="list-style-type: none"> <li>1. <b>Public Works Supervisor</b></li> <li>2. <b>Water Plant Supervisor</b></li> </ol>
<b>City Clerk</b>	<ol style="list-style-type: none"> <li>1. <b>City Administrator</b></li> <li>2. <b>Parks and Recreation Director</b></li> </ol>
<b>Court Administrator</b>	<ol style="list-style-type: none"> <li>1. <b>Court Clerk</b></li> <li>2. <b>Judge</b></li> </ol>

In the event of a change in leadership status, City Administration must notify the successors, as well as city staff and city councilmembers. In the event the City leadership becomes unreachable or incapable of performing their authorized legal duties, roles, and responsibilities, the City Administration will initiate a notification of the next successor in line. .

City training records document the conduct of annual successor training for all personnel who assume the authority and responsibility of the organization’s leadership to include briefing successors to the individual positions on their responsibilities and duties as a successor.

**B. DELEGATIONS OF AUTHORITY**

Generally, the City pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have resumed.

The City has identified the following delegations of authority:

- Orderly succession of officials to the position of Mayor/Administrator/Director in the case of the Mayor/Administrator/Director’s absence, a vacancy at that office, or the inability of the Mayor/Director/Administrator to act during an emergency or national security emergency. The delegation of authority for Mayor/Director/Administrator is found in the Hazard Specific Appendices.

The City’s delegation of authority is found at the alternate facility and at City Hall and:

- (1) Are included as vital records
- (2) Are written in accordance with applicable laws ensuring that the organization’s MEFs are performed
- (3) Outline explicitly in a statement the authority of an official to re-delegate functions and activities, as appropriate
- (4) Delineate the limits of and any exceptions to the authority and accountability for officials
- (5) Define the circumstances, to include a devolution situation if applicable, under which delegations of authorities would take effect and would be terminated.

The City has informed those officials who might be expected to assume authorities during a continuity situation. Further, those officials who might be expected to assume

authorities during a continuity situation have received training at least annually for all pre-delegated authorities for making policy determinations at all levels. This training is reflected in agency training records located at City Finance Department.

## **C. HUMAN CAPITAL**

### **Continuity Personnel**

People are critical to the operations of any organization. Choosing the right people for an organization's staff is vitally important, and this is especially true in a crisis situation. Leaders are needed to set priorities and keep focus. During a COOP event, emergency employees and other special categories of employees will be activated by the City to perform assigned response duties. One of these categories is continuity personnel. In respect to these continuity personnel, the City has:

- Identified and designated those positions and personnel they judge to be critical to organization operations in any given emergency situation as continuity personnel. A roster of these positions is maintained by the EMD and is found at City Hall, the Police Department and in the city data base.
- Identified and documented its continuity personnel. These personnel possess the skill sets necessary to perform essential functions and supporting tasks. A roster of these personnel is maintained by EMD and is found at the Police Department, City Hall, and in the City data base.
- Officially informed all continuity personnel of their roles or designations by providing documentation to ensure that continuity personnel know and accept their roles and responsibilities. Copies of this documentation is maintained by the EMD and is found at the city police department, City Hall, and the city data base.
- Ensured continuity personnel participate in their organization's continuity Test, Training, and Exercise (TT&E) program, as reflected in training records. Training records are maintained by the City Finance Department and the City Clerk.
- Provided guidance to continuity personnel on individual preparedness measures they should take to ensure response to a COOP event.

### **All Staff**

It is important that the City keep all staff, especially individuals not identified as continuity personnel, informed and accounted for during a COOP event. The City has established procedures for contacting and accounting for employees in the event of an emergency, including operating status.

- City employees are expected to remain in contact with department leaders and/or the EOC during any facility closure, relocation situation, or staff limiting situation.
- The City ensures staff is aware of and familiar with human capital guidance in order to continue essential functions during an emergency. Accounting for all personnel during a COOP event is of utmost importance. An event that requires



the activation of the COOP may personally affect all staff. Therefore, the City has the responsibility to create provisions and procedures to assist all staff, especially those who are disaster victims, with special human capital concerns following a catastrophic disaster.

- **Human Capital Considerations**

The City continuity program, plans, and procedures incorporate existing agency-specific guidance and direction for human capital management, including guidance on pay, leave, work scheduling, benefits, telework, hiring, authorities, and flexibilities. The City Treasurer has the responsibility for human capital issues. A copy of these policies and guidance is found in the city policy and procedure manual and Collective Bargaining Agreements.

The City's EMD works closely with the City Treasurer to resolve human capital issues related to a COOP event. The City Treasurer serves as the human capital liaison to work with the EMD when developing or updating the organization's emergency plans.

The City has developed organization-specific guidance and direction for continuity personnel on human capital issues. This guidance is integrated with human capital procedures for its facility, geographic region, and the Human Resources Department. The City has issued continuity guidance for human capital on the following issues found primarily in the City Policy and Procedure Manual and in the Collective Bargaining Agreements :

- Additional Staffing:
- Work Schedules and Leave/Time Off:
- Employee Assistance Program
- Special Needs Employees
- Telework
- Benefits
- Premium and Annual Pay Limitations:

Further, the City Treasurer communicates human capital guidance for emergencies (pay, leave, staffing, work scheduling, benefits, telework, hiring authorities and other human resources flexibilities) to managers in an effort to help continue essential functions during an emergency.

## **VI. Test, Training, and Exercises Program Annex**

The City has established an effective TT&E program to support the organization's preparedness and validate the continuity capabilities program, and the ability to perform essential functions during any emergency. The testing, training, and exercising

of COOP capabilities is essential to demonstrating, assessing, and improving the City’s ability to execute the continuity program, plans, and procedures.

The City performs TT&E events at regular intervals, throughout the year as depicted in the following table.

Continuity TT&E Requirements	Monthly	Quarterly	Annually	As Required
Test and validate equipment to ensure internal and external interoperability and viability of communications systems		✓		
Test alert, notification, and activation procedures for all continuity personnel			✓	
Test primary and backup infrastructure systems and services at alternate facilities			✓	
Test capabilities to perform essential functions			✓	
Test plans for recovering vital records, critical information systems, services, and data			✓	
Test and exercise of required physical security capabilities at continuity facilities			✓	
Test internal and external interdependencies with respect to performance of essential functions			✓	
Train continuity personnel on roles and responsibilities			✓	
Conduct continuity awareness briefings or orientation for the entire workforce			✓	
Train organization’s leadership on essential functions			✓	
Train personnel on all reconstitution plans and procedures			✓	
Allow opportunity for continuity personnel to demonstrate familiarity with COOPs and procedures and demonstrate organization’s capability to continue essential functions			✓	
Conduct exercise that incorporates the deliberate and preplanned movement of continuity personnel to alternate facility(ies)			✓	
Conduct assessment of organization’s continuity TT&E programs and COOPs and programs			✓	
Report findings of all annual assessments to the <b>[Insert office/position title]</b>			✓	
Conduct successor training for all organization personnel who assume the authority and responsibility of the organization’s leadership if that leadership is incapacitated or becomes otherwise unavailable during a continuity situation			✓	
Train on the identification, protection, and ready availability of electronic and hardcopy documents, references, records, information systems, and data management software and equipment needed to support essential functions during a COOP situation for all staff involved in the vital records program			✓	

Continuity TT&E Requirements	Monthly	Quarterly	Annually	As Required
Test capabilities for protecting classified and unclassified vital records and for providing access to them from the alternate facility			✓	
Train on an organization's devolution option for continuity, addressing how the organization will identify and conduct its essential functions in the aftermath of a catastrophic emergency or during an increased threat situation			✓	
Conduct personnel briefings on COOPs that involve using or relocating to alternate facilities, existing facilities, or virtual offices				✓
Allow opportunity to demonstrate intra- and interagency continuity communications capability				✓
Allow opportunity to demonstrate that backup data and records required for supporting essential functions at alternate facilities are sufficient, complete, and current				✓
Allow opportunity for continuity personnel to demonstrate their familiarity with the reconstitution procedures to transition from a continuity environment to normal activities				✓
Allow opportunity for personnel to demonstrate their familiarity with agency devolution procedures				✓

The City formally documents and reports all conducted continuity TT&E events, including documenting the date and type of event, and names of participants. Documentation also includes test results, feedback forms, participant questionnaires, and any other documents resulting from the event. Continuity TT&E documentation is managed by the EMD. Further, the EMD conducts a comprehensive debriefing or hot wash after each exercise, which allows participants to identify systemic weaknesses in plans and procedures and recommend revisions to the COOP.

Name of Event:	Type and Purpose of Event:	Date:	Initials or Signature
Participants	Office	Phone/Email	

The City has developed a Corrective Action Program (CAP) to assist in documenting, prioritizing, and resourcing continuity issues identified during continuity TT&E activities, assessments, and emergency operations. The CAP incorporates evaluations, after-

action reports, and lessons learned from a cycle of events into the development and implementation of its CAP. The CAP is maintained by EMD

### Corrective Action Program

Capability	Observation Title	Recommendation	Corrective Action	Capability Element	Responsible Agency	Agency POC	Start Date	End Date

## HAZARD-SPECIFIC APPENDICES

### ANNEX IMPLEMENTING INSTRUCTIONS

- Operational Checklists

*Sample operational checklists may include:*

- Emergency Calling Directory
- Emergency Relocation Team Checklist and Essential Functions Checklist
- Continuity Site Acquisition Checklist
- Emergency Operating Records and IT Checklist
- Emergency Equipment Checklist
- Delegations of Authority
- Orders of Succession

#### **Annex Implementing Instruction #1: Delegation of Authority**

Issue Date:

#### DELEGATION OF AUTHORITY AND SUCCESSION FOR THE THE CITY GOVERNMENT AND DEPARTMENTS

#### **PURPOSE**

This is a delegation of authority for the continuity of essential functions through the orderly succession of officials at the City in case of Mayoral or department head absence, a vacancy at that office, or the inability of the individual to act during a disaster or national security emergency.

#### **DELEGATION**

I hereby delegate authority to the following officials, in the order listed below, to exercise the powers and perform the duties of the **Mayor, and/or department heads**, in case of absence, inability to perform, or vacancy of the office, and until that condition ceases.

#### **1. Mayor**

If this position is vacant, the next designated official in the order of succession may exercise all the powers, duties, authorities, rights, and functions of the Office of the, but may not perform any function or duty required to be performed exclusively by the office holder.

Eligibility for succession to the Office of the Mayor shall be limited to officially assigned incumbents of the positions listed in the order of succession, above . Only officials specifically designed in the approved order of succession are eligible. Persons appointed on an acting basis, or on some other temporary basis, are ineligible to serve as a successor; therefore, the order of succession would fall to the next designated official in the approved order of succession.

## ANNEX A. GLOSSARY

*A glossary should contain a list of key words and phrases used throughout the COOP and within the continuity of operations community. Each key word and phrase should be clearly defined. The following are definitions of key terms that may be used in your COOP.*

**Activation** – Once a continuity of operations plan has been implemented, whether in whole or in part, it is considered “activated.”

**Advance Team** – Staff members assigned to report to the alternate facility first and prepare it to receive operational staff for full activation when needed in a COOP situation.

**All-hazards** – The spectrum of all types of hazards, both natural and human caused. This includes but is not limited to accidents, technological events, terrorist attacks, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events, and natural disasters including earthquakes, floods, destructive storms and volcanic incidents. For additional information see the Pierce County HIRA.

**Alternate facilities** – (also called continuity facilities) Locations, other than the primary facility, used to carry out essential functions, particularly in a COOP event. “Alternate facilities” refers to not only other locations, but also nontraditional options such as working at home (“teleworking”), telecommuting, and mobile-office concepts.

**Business impact analysis (BIA)** – A method of identifying the effects of failing to perform a function or requirement.

**Business process analysis (BPA)** – A method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, and facilities inherent in the execution of a function or requirement.

**Communications** – Voice, video, and data capabilities that enable the leadership and staff to conduct the mission essential functions of the organization. Robust communications help ensure that the leadership receives coordinated, integrated policy and operational advice and recommendations and will provide the ability for governments and the private sector to communicate internally and with other entities (including with Federal agencies, State, local, territorial, and tribal governments, and the private sector) as necessary to perform their Mission Essential Functions (MEFs).

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

**Continuity of Operations**– An effort within individual agencies to ensure they can continue to perform their Mission Essential Functions (MEFs) during a wide range of

emergencies, including acts of nature, accidents, and technological or attack-related emergencies.

**COOP event** – Any event that 1. Causes an agency to relocate its operations to an alternate or other continuity site to assure continuance of its essential functions, or 2. due to a lack of operational staff must revise its operations to focus on only its MEFs.

**Continuity personnel** - Those critical personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue essential operations.

**Corrective action program (CAP)** – An organized method to document and track improvement actions for a program. The CAP System is a web-based tool that enables Federal, State, and local emergency response and homeland security officials to develop, prioritize, track, and analyze corrective actions following exercises or real world incidents. Users may enter data from a finalized After Action Report/Improvement Plan, track the progress of corrective action implementation, and analyze and report on trends in improvement plans.

**Delegation of authority** – Identification, by position, of the authorities for making policy determinations and decisions at headquarters, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

**Department head** – The highest-ranking official of the primary occupant agency, or a successor or designee who has been selected by that official.

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

**Drive-away kit** – A kit prepared by, and for, an individual who expects to deploy to an alternate location during an emergency. The kit contains items needed to minimally satisfy an individual’s personal and professional needs during deployment.

**Essential functions** – The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: National Essential Functions (NEFs), Primary Mission Essential Functions (PMEFs), and Mission Essential Functions (MEFs).

**Facilities** – Locations where an organization’s leadership and staff operate. Leadership and staff may be co-located in one facility or dispersed across many locations and connected by communications systems. Facilities must be able to provide staff with survivable protection and must enable continued and endurable operations.



**Interoperable communications** – Communications that provide the capability to perform essential functions, in conjunction with other agencies, under all conditions.

**Leadership** – The senior decision makers who have been elected (e.g., the County Executive or Sheriff) or designated (includes most Pierce County Department Directors) to head a branch of Government or other organization.

**Memorandum of Agreement/Memorandum of Understanding (MOA/MOU)** – Written agreements between departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one agency in support of the other.

**Mission Essential Functions (MEFs)** – The limited set of agency-level government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

**Orders of succession** – Provisions for the assumption by individuals of senior agency office leadership positions during an emergency in the event that any of those officials are unavailable to execute their legal duties.

**Primary operating facility** – The site of an organization’s normal, day-to-day operations; the location where the employee usually goes to work.

**Reconstitution** – The process by which surviving and/or replacement agency personnel resume normal agency operations from the original or replacement primary operating facility.

**Recovery** – The implementation of prioritized actions required to return an organization’s processes and support functions to operational stability following an interruption or disaster.

**Risk management** – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are themselves fraught with uncertainty.

**Telework** – The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, using portable computers, personal computers, high-speed telecommunications links, and mobile communications devices.

**Testing, training, and exercises (TT&E)** – Measures to ensure that an agency’s COOP is capable of supporting the continued execution of the agency’s essential functions throughout the duration of a continuity situation.

**Virtual offices** – An environment where employees are not collocated and rely exclusively on information technologies to interact and conduct their work across distance from multiple geographic locations.

**Vital records** – Electronic and hardcopy documents, references, and records that are needed to support essential functions during a continuity situation. The two basic categories of vital records are (1) emergency operating records and (2) rights and interests records.

## ANNEX B. AUTHORITIES AND REFERENCES

*The following are the authorities and references for this template.*

### **AUTHORITIES & REFERENCES:**

- 1) Directive 51/Homeland Security Presidential Directive 20, *National Continuity Policy*, dated May 9, 2007
- 2) Continuity Guidance Circular 1, *Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations)*, dated January 21, 2009
- 3) Continuity Guidance Circular 2, *Continuity Guidance for Non-Federal Entities: Mission Essential Function Identification Process (States, Territories, Tribal, and Local Government Jurisdictions)*, dated July 22, 2010.
- 4) *Continuity Plan Template and Instructions for Non-Federal Entities*, dated January 25, 2011.
- 5) Comprehensive Preparedness Guide 101, *Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans*, dated March 2009.

## ANNEX C. ACRONYMS

*This list should include acronyms used throughout the COOP and within the continuity of operations community. The following are acronyms used in this template.*

AAR	After Action Report
BIA	Business Impact Analysis
BPA	Business Process Analysis
CAP	Corrective Action Program
COGO	Continuity of Government Operations
COOP	Continuity of Operations Plan
CPG 101	Comprehensive Preparedness Guide 101
EMD	Emergency Management Director (Chief of Police)
EMAP	Emergency Management Accreditation Program
GETS	Government Emergency Telephone Service
HIRA	Hazard Identification & Risk Assessment
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
IT	Information Technology
MEF	Mission Essential Function
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
TT&E	Test, Training, and Exercise

## ANNEX D. FAMILY EMERGENCY PLAN

### Overview

Disaster can strike quickly and without warning. It can force you to evacuate your neighborhood or confine you to your home. What would you do if basic services—water, gas, electricity, or telephones—were cut off? Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away.

#### A. Four Steps to safety

1. Find out what could happen to you
  - a) Contact the Department of Emergency Management Public Education Group or your local Red Cross chapter—be prepared to take notes.
  - b) Ask what types of disasters are most likely to happen. Request information on how to prepare for each.
  - c) Learn about your community’s warning signals: what they sound like and what you should do when you hear them.
  - d) Ask about animal care after a disaster. Animals are not allowed inside emergency shelters because of health regulations. Does your jurisdiction have alternate arrangements for pets?
  - e) Find out how to help elderly or disabled persons, if needed.
  - f) Find out a out the disaster plans at your workplace, your children’s school or day care center, and other places where your family spends time.
2. Create an Emergency Plan
  - a) Meet with your family and discuss why you need to prepare for disaster. Explain the dangers of fire, severe weather, and earthquakes to children. Plan to share responsibilities and work together as a team.
  - b) Discuss the types of disasters that are most likely to happen. Explain what to do in each case.
  - c) Pick two places to meet:

- 1) Right outside your home in case of a sudden emergency, like a fire.
  - 2) Outside your neighborhood if you can't return home. Everyone must know the address and telephone number.
  - d) Ask an out-of-state friend to be your "family contact." After a disaster, it's often easier to call long distance. Other family members should call this person and tell them where they are. Everyone must know your contact's telephone number.
  - e) Discuss what to do in an evacuation. Plan how to take care of your pets.
3. Complete this checklist
- a) Post emergency telephone numbers by telephones (fire, police, ambulance, etc.).
  - b) Teach children how and when to call 9-1-1 or your local Emergency Medical Services number for emergency help.
  - c) Show each family member how and when to turn off the water, gas, and electricity at the main switches.
  - d) Check if you have adequate insurance coverage.
  - e) Get training from the fire department for each family member on how to use the fire extinguisher (ABC type), and show them where it's kept.
  - f) Install smoke detectors on each level of your home, especially near bedrooms.
  - g) Conduct a home hazard hunt.
  - h) Stock emergency supplies and assemble a Disaster Supplies Kit.
  - i) Take a Red Cross first aid and CPR class.
  - j) Determine the best escape routes from your home. Find two ways out of each room.
  - k) Find the safe places in your home for each type of disaster.
4. Practice and maintain your plans

- a) Quiz your kids every six months.
- b) Conduct fire and emergency evacuation.
- c) Replace stored water every six months and stored food every six months.
- d) Test and recharge your fire extinguisher(s) according to manufacturer's instructions.
- e) Test your smoke detectors monthly and charge the batteries at least once a year.

**B. Neighbors helping neighbors**

Working with neighbors can save lives and property. Meet with your neighbors to plan how the neighborhood could work together after a disaster until help arrives. If you're a member of a neighborhood organization, such as a home association or crime watch group, introduce disaster preparedness as a new activity. Know your neighbors' special skills (e.g., medical, technical) and consider how you could help neighbors who have special needs, such as disabled and elderly persons. Make plans for child care in case parents can't get home.

**C. Home hazard hunt**

During a disaster, ordinary objects in your home can cause injury or damage. Anything that can move, fall, break, or cause a fire is a home hazard. For example, a hot water heater or a bookshelf can fall. Inspect your home at least once a year and fix potential hazards.

*Contact your local fire department to learn about home fire hazards*

**D. Evacuation**

1. Immediately:
  - a) Evacuate immediately if told to do so.
  - b) Listen to your battery-powered radio and follow the instructions of local emergency officials.
  - c) Wear protective clothing and sturdy shoes.
  - d) Take your Disaster Supplies Kit.

- e) Lock your home.
  - f) Use travel routes specified by local authorities—don't use shortcuts because certain areas may be impassable or dangerous.
2. If you're sure you have time:
- a) Shut off water, gas, and electricity before leaving, if instructed to do so.
  - b) Make arrangements for your pets.

**E. Emergency Supplies**

1. Keep enough supplies in your home to meet your needs for at least three days. Assemble a Disaster Supplies Kit with items you may need in an evacuation. Store these supplies in sturdy, easy-to-carry containers such as back-packs, duffel bags, or covered trash containers.
2. Include:
  - a) A three-day supply of water (one gallon per person per day) and food that won't spoil.
  - b) One change of clothing and footwear per person, and one blanket or sleeping bag per person.
  - c) A first aid kit that includes your family's prescription medications.
  - d) Emergency tools including a battery-powered radio, flashlight, and plenty of extra batteries.
  - e) An extra set of car keys and a credit card, cash or traveler's checks.
  - f) Sanitation supplies.
  - g) Special items for infant, elderly, or disabled family members.
  - h) An extra pair of glasses.
  - i) Keep important family documents in a waterproof container. Keep a smaller kit in the trunk of your car.



**F. Utilities**

1. Locate the main electric fuse box, water service main, and natural gas main. Learn how and when to turn these utilities off. Teach all responsible family members. Keep necessary tools near gas and water shut-off valves.
2. Remember - turn off the utilities only if you suspect the lines are damaged or if you are instructed to do so. If you turn the gas off, you will need a professional to turn it back on.

**G. If disaster strikes**

Remain calm and patient. Put your plan into action.

1. Check for injuries
    - a) Give first aid and get help for seriously injured people.
  2. Listen to your battery-powered radio for news and instructions.
    - a) Evacuate, if advised to do so. Wear protective clothing and sturdy shoes.
  3. Check for damage in your home...
    - a) Use flashlights. Do not light matches or turn on electrical switches, if you suspect damage.
    - b) Sniff for gas leaks, starting at the water heater. If you smell gas or suspect a leak, turn off the main gas valve, open windows, and get everyone outside quickly. (You will need a professional to turn gas back on.)
    - c) Shut off any other damaged utilities.
    - d) Clean up spilled medicines, bleached, gasoline, and other flammable liquids immediately.
  4. Remember to...
    - a) Confine or secure your pets.
    - b) Call your family contact—do not use the telephone again unless it is a life-threatening emergency.
    - c) Check on your neighbors, especially elderly or disabled person.
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- d) Make sure you have an adequate water supply in case service is cut off.
- e) Stay away from downed power lines.

**H. General disaster preparedness information**

1. Family Preparedness
  - a) “Your Family Disaster Plan” (ARC 4466)
  - b) “Your Family Disaster Supplies Kit” (ARC 4463)
2. Children’s Preparedness Materials
  - a) “Disaster Preparedness Coloring Book” (ARC 2200, English, or ARC 2200S, Spanish) for children ages 3-10.
  - b) “Adventures of the Disaster Dudes” (ARC 5024) video and Presenter’s Guide for use by an adult with children in grades 4-6.
3. Community Preparedness
  - a) To get copies of American Red Cross community disaster education materials, contact your local Red Cross chapter.