

**CITY OF EL PASO, TEXAS
AGENDA ITEM
DEPARTMENT HEAD'S SUMMARY FORM**

DEPARTMENT: Fire Department

AGENDA DATE: August 7, 2018

CONTACT PERSON NAME AND PHONE NUMBER: Mario M. D'Agostino, Fire Chief (915) 212-5600

DISTRICT(S) AFFECTED: All Districts

STRATEGIC GOAL: 2 Set the Standard for a Safe and Secure City

SUBJECT:

That the Continuity of Operations (COOP) Basic Plan and the Continuity of Government (COG) Plan are hereby adopted.

BACKGROUND / DISCUSSION:

The Continuity of Operations (COOP) Basic Plan is an effort by the City to ensure that its essential functions continue to be performed during a wide range of emergencies until normal operations can be resumed. The goal of continuity of operations is to continue or resume the essential functions within 12 hours of a disruption and maintain those functions for up to 30 days or until normal operations can be resumed. The COOP Basic Plan provides overarching program elements to support continuity plans developed for City departments.

Continuity of Government refers to the capability to ensure survivability of constitutional and democratically elected government leadership and the continuity of government functions. This COG Plan provides the City of El Paso with the capabilities to ensure the government can preserve, maintain, or reconstitute its ability to carry out executive, legislative and judicial functions under the threat or occurrence of any emergency conditions that could disrupt government functions.

While the COOP Basic Plan ensures the operations of the City departments will continue in the event of an emergency, the COG Plan ensures that the authority needed to continue operations is in place.

PRIOR COUNCIL ACTION:

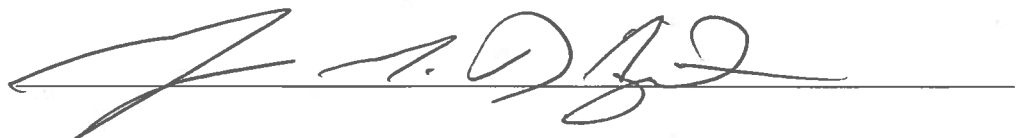
The City Council has adopted the Legal Annex U in coordination with El Paso County to make a provision for legal services during emergency situations or when such situations appear imminent and to provide guidance for invoking the emergency powers of government when necessary.

AMOUNT AND SOURCE OF FUNDING:

N/A

*****REQUIRED AUTHORIZATION*****

DEPARTMENT HEAD:



RESOLUTION

WHEREAS, the Continuity of Operations (COOP) Basic Plan and appendices was prepared by El Paso City/County Office of Emergency Management to develop, implement and maintain a viable COOP capability;

WHEREAS, the COOP complies with applicable internal policy, other local and state regulations, and supports recommendations provided in Federal Continuity Directive 1 (FCD 1);

WHEREAS, this COOP has been distributed internally within City of El Paso and with external agencies that might be affected by its implementation;

WHEREAS, the Continuity of Government (COG) Plan has been completed and approved through a collaboration of efforts in the Emergency Management Program;

WHEREAS, upon adoption, this document serves as the COG for City of El Paso;

WHEREAS, the COG Plan is a companion to the Continuity of Operations Plans (COOP) developed for each city department; and

WHEREAS, while the COOP ensures the operations of the City departments will continue in the event of an emergency, the COG Plan ensures that the authority needed to continue operations is in place.

NOW, THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL PASO:

That the Continuity of Operations (COOP) Basic Plan and the Continuity of Government (COG) Plan are hereby adopted.

Adopted this ____ day of _____, 2018.

CITY OF EL PASO

Dee Margo, Mayor

ATTEST:

Laura D. Prine, City Clerk

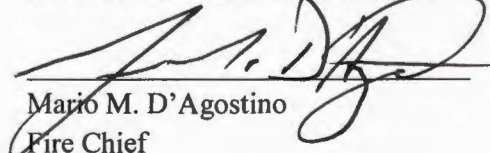
APPROVED AS TO FORM:



Josefine Flores

Assistant City Attorney

APPROVED AS TO CONTENT:



Mario M. D'Agostino
Fire Chief



City of El Paso

Continuity of Government Plan

August 2018



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LETTER OF PROMULGATION

The City of El Paso Continuity of Government (COG) Plan establishes the framework for ensuring that constitutional responsibilities will be maintained, preserved, and/or reconstituted in the event government functions become disrupted. By doing so, the COG Plan will facilitate continuation of constitutional authorities so that critical services will not be lost due to government disruptions. In recognition of the emergency management responsibilities of the jurisdiction, I hereby promulgate the City of El Paso Continuity of Government Plan.

City Mayor

Date

IMPLEMENTATION

This Continuity of Government (COG) Plan has been completed and approved through a collaboration of efforts in the Emergency Management Program. Upon adoption, this document serves as the COG for City of El Paso.

This COG Plan is a companion to the Continuity of Operations Plans (COOP) developed for each city department. While the COOP ensures the operations of the City departments will continue in the event of an emergency, the COG Plan ensures that the authority needed to continue operations is in place.

RECORD OF CHANGES

Change Number	Person Making the Change	Change or Revision	Date

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I. INTRODUCTION

The City of El Paso Continuity of Government (COG) Plan presents the framework for policies and procedures to provide the necessary leadership and authority to sustain essential activities when normal operations are not feasible. The framework includes Orders of Succession and Delegations of Authority, as well as a Concept of Operations to preserve constitutional government during an incident affecting the City of El Paso.

This COG Plan is prepared in accordance with guidance from *National Security Presidential Directive 51* and *Homeland Security Presidential Directive 20*, which, together, make up the National Continuity Policy.

The COG Plan and the Continuity of Operations Plan (COOP) are interrelated. Continuity of Government refers to the capability to ensure survivability of constitutional and democratically elected government leadership and the continuity of government functions. Continuity of Operations is the capability to continue essential functions and to preserve essential facilities, equipment, and records across a broad range of potential emergencies.

A COOP contains information on essential functions, communications, alternate facilities, and vital records that are useful in the creation of a COG Plan. It is the building block for the City of El Paso COG Plan. The objective is to ensure that each department can continue to perform its mission essential functions in order for the larger jurisdiction or agency to function. This COG Plan outlines the authorities and direction needed to maintain the constitutional government during emergencies. It is essential that authorities be recognized to execute direction and control and to provide emergency powers.

A. PURPOSE

This COG Plan provides the City of El Paso with the capabilities to ensure the government can preserve, maintain, or reconstitute its ability to carry out executive, legislative and judicial functions under the threat or occurrence of any emergency conditions that could disrupt government functions.

B. SCOPE

This COG Plan applies to City of El Paso's executive, legislative and judicial functions.

It is applicable to the natural, technical, and human-caused emergencies and disasters that are identified in the Threat Hazard Identification and Risk Assessment (THIRA) located in the El Paso Emergency Management Basic Plan. The COG Plan can be activated at any time, with and without warning.

C. AUTHORITY

This plan is developed by the El Paso City/County Office of Emergency Management and approved by the City Council. City Council approved the Continuity of Government (COG) plan by August 7, 2018 and is noted as the authority having jurisdiction for the City of El Paso Continuity of Government Plan.

D. PRIORITIES

Generally, the list below outlines the COG operational priorities. The type and severity of the incident may dictate other priorities not listed.

- Life, safety, and health.
- Property protection.
- Environmental protection.
- Restoration of essential utilities.
- Restoration of essential program functions.
- Coordination among appropriate stakeholders.

E. SITUATION

This Continuity of Government Plan takes an all-hazards approach to continuity planning. This Plan's goal is to be applicable to all situations that may arise.

F. PLANNING ASSUMPTIONS

Assumptions used to support the City of El Paso planning:

- It is likely COG operations will be initiated by the onset of an emergency incident.
- Due to the close geographical proximity of some government facilities housing constitutional responsibilities, it is possible more than one COG operation will be initiated.
- Depending on the situation's severity, local resources may not be sufficient to support COG operations.
- The El Paso Emergency Management Basic Plan may be activated to support COG operations.
- Mutual aid will enable the City to obtain needed resources.
- Contracts and agreements with governmental providers for critical supplies and services will be honored.

G. OBJECTIVES

The primary goal of this plan is to ensure that a viable capability exists to continue constitutional responsibilities across a wide range of incidents with potential to disrupt city governance. The objectives of this plan include the following:

1. Protect human life.
2. Coordinate timely continuity of government operations.
3. Support the continuation of constitutional responsibilities.
4. Support continuity of operations.
5. Execute a successful order of succession.
6. Reduce or mitigate disruption to government operations.
7. Ensure and validate continuity readiness through an integrated training and exercise program.

II. GOVERNMENTAL CONSTITUTIONAL RESPONSIBILITIES

This plan addresses the actions to maintain, preserve, and/or reconstitute affected constitutional responsibilities.

A. CITY COUNCIL

City Council consists of eight District Representatives and the Mayor. The Council shall have legislative powers, and the power and duty to select, direct, and regularly evaluate the City Manager, as well as such other and specific powers and duties as may be provided by law or City Charter.

B. CITY MANAGER

The City Manager executes the policies set by City Council and is responsible for the overall operation of the City. The City Manager is charged with the professional executive oversight of the local municipality.

C. MUNICIPAL COURT

The municipal courts of the City are established as courts of record in accordance with the terms and provisions, powers, duties and limitations as set forth in Chapter 30, Government Code, and successor statutes. The El Paso Municipal Court is a court of record which handles Class C misdemeanors and civil parking citations issued within the city limits. The El Paso Municipal Court of Appeals hears appeals filed from the El Paso Municipal Courts.

D. CITY SEAT

City of El Paso City Council is able to conduct business from any location within the functional boundaries of the City. As a result, if the loss of a physical facility were to occur, City Council and Municipal Court may resume operations and hold public meetings or court hearings in any location within the City's boundaries with minimal disruption.

III. CONSTITUTIONAL RESPONSIBILITIES: PRESERVATION AND MAINTENANCE

Texas statutes and the City Charter provides for the preservation and maintenance of local government responsibilities. City Charter enables local officials the authority to appoint successors during and following an emergency incident. The City Charter also empowers the City to establish lines of succession and delegations of authority.

The incident's nature, severity, and the City's ability to respond and recover from an emergency incident will dictate the duration of the COG operations. COG operations can last from several days to several months or more.

City of El Paso operates under a council-manager form of government. This system combines the strong political leadership of elected officials, in the form of City Council, with the strong managerial experience of an appointed local government manager.

LINES OF SUCCESSION

Mayor

- Mayor
- Mayor (Pro Tem)
- City Council representative elected by Councilmembers

City Manager

- City Manager
- Acting City Manager

Municipal Court

- Presiding Judge
- Associate Judge

IV. DELEGATION OF AUTHORITY

Texas state statutes and the City Charter identify the delegations of authority.

Authority	Position Currently Holding Authority	Delegated Authority
Declare of local emergency	Mayor	Mayor Pro Tem City Manager
Emergency Policy Decisions	Council	Council
Close City Offices	City Manager	Acting City Manager
Order evacuations (Depending on type of incident)	Mayor Incident Commander	Mayor Pro Tem Deputy Incident Commander

Table 1 - Delegations of Authority

V. CONCEPT OF OPERATIONS

This plan is based upon the concept that the incident management functions that must be performed by the City to support COG operations generally parallel some of their emergency management functions prescribed by operational plans and procedures. To the extent possible, the same personnel and materials used for Emergency Support Functions will be employed during COG operations. Constitutional responsibilities will be maintained through the activation of their supplemental COOPs.

City Council or City Manager will implement this plan when an incident significantly affects City Council to the extent that their continuation of constitutional responsibilities is not possible without continuity measures. It complements the Basic Plan, if activated.

ROLE AND RESPONSIBILITIES

City Council

- Establishes policy, regulations, and requirements governing city programming and capabilities in continuity of government and continuity of operations.

City Manager

- Directs implementation of city agency actions to establish lines of succession for key positions, to protect facilities and systems under the City Manager's control, and to preserve vital records and critical documents to ensure the continuity of city government.
- Provides policy and strategic guidance.
- Identifies and resolves issues common to the City's organizations during COG operations.
- Informs elected and other executive officials of the situation and decisions being made.

Emergency Management Coordinator

- Maintains, updates and improves the COG Plan.
- Oversees and monitors the implementation of the COG Plan.
- Coordinates the support activities of the EOC, when activated.
- Provides for post-event analysis of COG operations and for modification of plans, procedures, and capabilities accordingly.
- Provides COG training and exercise opportunities.

All Organizations

- Develop the necessary functional plans, operating guidelines, and checklists for performing mission essential functions.
- Identify lines of succession.
- Identify delegations of authority.
- Designate and train essential personnel regarding emergency staffing, assignments and responsibilities for COOP/COG operations.

ACTIVATION STEPS

1. Incident threat or occurrence
2. Identify the status of elected officials and their ability to perform constitutional responsibilities
3. Decide to activate the COG Plan
4. Alert and notify stakeholders and affected agencies
5. Maintain and preserve constitutional responsibilities
6. Provide logistics and resources to support COG
7. Reconstitute constitutional authorities, as necessary
8. Terminate COG operations

COMMAND AND CONTROL

To provide for the effective direction, control, and coordination of COG operations, the COG Plan will become part of the city's response structure, once activated. This is accomplished through the incident management structure described in the El Paso Emergency Management Basic Plan.

ALERT AND NOTIFICATION

In the event the Mayor or City Manager activates this plan, the City Manager, notifies:

- Mayor
- City Council
- Municipal Courts
- City Attorney
- Department Heads

Telephone and email messages will be the primary notification modes for all COG operations. During larger emergencies, the Emergency Management Coordinator may use the Mass Notification System to provide rapid alerts to key personnel.

Each organization's leadership is responsible for notifying all of its employees, etc., of COG operations and authority changes.

VI. LOGISTICS AND RESOURCE REQUIREMENTS

A continuity incident may be prolonged and severe; therefore, supplemental resources from the state and federal government, non-governmental organizations, and private sector may be required to support COG operations.

The City Manager will provide facilities and other resources to support affected mission essential functions and services in accordance with established legal authorities and responsibilities, policies, and plans. The Emergency Management Coordinator will manage logistics and resources required for COG operations using the procedures identified in the El Paso Emergency Management Basic Plan for those incidents requiring the activation of the Basic Plan.

The City Manager will assign resources to support any COG operation in an undeclared emergency using the normal logistics and resources processes.

ALTERNATE FACILITIES

Alternate facilities are identified in each of the constitutional COOPs.

COMMUNICATIONS

The following communications resources exist to support COG operations:

Resource	Point of Contact
VOIP Telephone	Information Technology
Cellular Telephones	Information Technology
Email	Information Technology
800 MHz P-25 Trunked Radio System	911 Communications
Mass Notification System	Office of Emergency Management
WebEOC	Office of Emergency Management

Table 3 - Communication Resources

ESSENTIAL RESOURCES AND VITAL RECORDS

The City Clerk maintains official City Council records. The Municipal Court Clerk maintains the court's records. Additionally, the City of El Paso Information Technology archives department records electronically on local servers, as well as on offsite backup servers.

Type of Record	Location
COG Plan	IT server; offsite backup server; City Administrator's Office; Office of Emergency Management
Council Meeting Agenda and Minutes	IT server; offsite backup server; City Clerk
Agreements and contracts	IT server; offsite backup server; City Clerk
Court Records	IT server; offsite backup server; Municipal Clerk
Financial Transactions	IT server; offsite backup server; City Clerk and Purchasing Department
Department Continuity of Operations Plans (COOP)	IT server; offsite backup server; individual Departments; Office of Emergency Management
Emergency Management Basic Plan and Annexes	IT server; offsite backup server; Office of Emergency Management
City Department Records	IT server; offsite backup server; individual Departments

Table 4 - Vital Records

VII. RECONSTITUTION

The act of reconstitution depends on the type of event that has occurred. Reconstitution is completed over a period, utilizing a time-phased approach. Each organization's COOP contains more information on reconstitution as it relates to the organization's operations.

1. Account for all organizational personnel
2. Develop a plan for resumption of normal operations or reconstitution once the disruption is over
3. Notify the public of the resumption of normal operations

VIII. PLAN TERMINATION

Under direction from the City Manager, the Emergency Management Coordinator will terminate COG operations once response conditions have been adequately addressed to allow for resumption of normal government operations. COG operations will be terminated according to provisions set forth in the El Paso Emergency Management Basic Plan.

IX. PLAN MAINTENANCE

Emergency Management Coordinator (EMC) is responsible for maintaining this Continuity of Government Plan. The Mayor and City Council delegates their authority to the Emergency Management Coordinator, in consultation with the City Manager, to make non-substantial plan modifications and revisions necessary to ensure the plan remains current without City Council approval.

The COG's authorities, roles and responsibilities and logistical requirements will be reviewed and updated annually as part of the maintenance and revision of continuity plans and procedures. The EMC or designee is responsible for the annual plan review and update of this plan. In addition, the plan will be updated or revised when there are significant organizational, procedural changes, or other events that impact continuity processes or procedures.

X. TRAINING AND EXERCISE

Each constitutional body shall train their staff on the COG Plan, related COOPs, and supplementing procedures.

The Emergency Management Coordinator will assess the need for training and exercises annually.

COG and COOP training and exercises may consist of a blend of formal courses, hands-on activities, seminars, orientations, refresher courses, workshops, on-line programs, briefings and lectures.

To evaluate the plan, after each exercise or activation of the plan, the Emergency Management Coordinator will facilitate an after-action review and assist with the identification of corrective actions. The Emergency Management Coordinator will develop an After Action Report to include an improvement plan.

XI. REFERENCES AND AUTHORITIES

The following references and authorities have been incorporated in the development of the City of El Paso COG Plan and may be utilized for further guidance and understanding.

AUTHORITIES

City of El Paso

- *City of El Paso Charter*
- *City of El Paso Ordinances*

State of Texas

- *Texas Local Government Code*
- *State of Texas Government Code, Chapter 418 (Emergency Management)*
- *State of Texas Government Code, Chapter 421 (Homeland Security)*

REFERENCES

- *National Security Presidential Directive 51*
- *Homeland Security Presidential Directive 20*
- *Department of Homeland Security Management Directive 9300.1, Continuity of Operations Programs and Continuity of Government Functions*
- *Administrative Services Continuity of Operations Plan*

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El Paso City/County Office of Emergency Management



City of El Paso

Continuity of Operations Basic Plan

August 2018



APPROVALS

This Continuity of Operations (COOP) Basic Plan and appendices was prepared by El Paso City/County Office of Emergency Management to develop, implement and maintain a viable COOP capability. This COOP plan complies with applicable internal policy, other local and state regulations, and supports recommendations provided in Federal Continuity Directive 1 (FCD 1). This COOP plan has been distributed internally within City of El Paso and with external agencies that might be affected by its implementation.

Approved: _____ Date _____

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RECORD OF CHANGES

Submit recommended changes to this document to the El Paso City/County Office of Emergency Management.

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Executive Summary

The City of El Paso has always been prepared, to the greatest extent possible, to respond to all-hazard disasters and events. However, the City of El Paso has become increasingly aware of how disasters and emergencies could interrupt or possibly destroy its ability to effectively perform essential functions. Consequently, the City of El Paso has determined that it should develop and maintain a Continuity of Operations (COOP) Plan. COOP planning is designed to develop and maintain a program that preserves, maintains and reconstitutes a jurisdiction's ability to function effectively in the event of the threat or occurrence of any event.

The City of El Paso COOP Basic Plan encompasses the magnitude of operations and services performed by the jurisdiction. It is tailored to the unique operations of individual departments and the essential functions they perform.

MULTI-YEAR STRATEGY AND PROGRAM MANAGEMENT

The El Paso City/County Office of Emergency Management (OEM) is responsible for the implementation of City of El Paso's COOP program. While the Basic Plan serves as the guide during activation and reconstitution, the COOP program involves the framework for operational decisions to promote continuity planning.

Roles and responsibilities of OEM include:

- Maintenance of the documents that grant authority for the creation, modification, ongoing maintenance and execution of the Basic Plan;
- Identification of issues that will impact the frequency of changes required to the Basic Plan;
- Establishment of a review cycle;
- Establishment of a testing and exercise cycle; and
- Guidance and prioritization of mitigation activities that the departments need to undertake.

INTRODUCTION

The City of El Paso has grown increasingly aware of how all types of events can disrupt their operations and jeopardize the safety of their employees and citizens. Emergency planning, including COOP planning, has become a necessary and required process. The all-hazards approach to COOP planning ensures that, regardless of the event, essential functions and services will continue to operate and be provided in some capacity to the citizens. This approach includes preparing for natural, man-made or technological emergencies. The City of El Paso is committed to the safety and protection of its employees and citizens. This plan provides the jurisdiction and its personnel a framework that is designed to minimize potential impact during an event.

AUTHORITY

This City of El Paso Continuity of Operations Basic Plan and departmental COOP annexes are developed by the El Paso City/County Office of Emergency Management. City Council approved this Basic Plan and annexes by Resolution on August 7, 2018 and is noted as the authority having jurisdiction. Upon adoption, this plan is in effect and serves as the Continuity of Operations Plan for the City of El Paso.

Purpose

All departments within the City of El Paso have the responsibility to plan and respond to events resulting from the hazards that threaten the El Paso area. Events may require departments to operate from an alternate facility location and may seriously overextend local and state resources.

The purpose of this Basic Plan is to provide the framework for departments within the City to restore essential functions to employees and citizens in the event of an emergency that affects operations.

This document establishes the City of El Paso's COOP program procedures for addressing three types of disruptions:

- Loss of access to a facility (e.g. damage to the building);
- Loss of services due to a reduced workforce (e.g. pandemic influenza); and
- Loss of services due to equipment or systems failure (e.g. information technology (IT) systems failure).

It also provides policy and guidance to ensure the capability to implement actions to continue essential functions within the recovery priority timeframes established by the COOP Team to maintain essential functions for up to 30 days.

The City of El Paso is committed to the safety and protection of its personnel, citizens, operations and facilities. This Basic Plan provides the City of El Paso's departments and personnel with a framework that is designed to minimize potential impact during an event. Further, the Basic Plan establishes procedures that city leadership can use to strategically minimize risk to its personnel, citizens, operations and facilities.

Situation and Assumptions

This specific plan applies to all City of El Paso personnel. The COOP will be activated in the event that City of El Paso department(s) is/are involved in an emergency or are declared unusable for normal operation. If multiple City departments are declared as unusable for normal operation; the City of El Paso COOP Basic Plan will serve as the primary plan.

In order to plan for future emergency operations, planners make assumptions about what the state of the environment will be at the time of the emergency. This section is used to record assumptions that were used in the development of the City of El Paso COOP Basic Plan. These assumptions are tested and periodically reviewed.

- The City of El Paso will continue to be exposed to the hazards or risks identified during this planning process, as well as others that might develop in the future;
- Leadership and employees will continue to recognize their responsibilities to public safety and exercise their authority to implement this Basic Plan in a timely manner when confronted with an event;
- During an event, the City of El Paso might need to rely on services of adjacent jurisdictions, state and federal agencies and the private sector for recovery. Thus, this Basic Plan can serve as a basis for future development of a multi-jurisdictional or multi-organizational plan that could incorporate mutual aid agreements, alternate facility locations and inter-department communications plans to ensure a coordinated response in an event; and
- If properly implemented, this Basic Plan will reduce or prevent disaster-related losses.

APPLICABILITY AND SCOPE

The City of El Paso's COOP Basic Plan provides overarching COOP program elements which support COOP plans developed for individual departments. The department plans address events that cause a disruption to an individual department's essential functions.

Applicability

The COOP Basic Plan has been distributed to senior leadership within the City of El Paso. Training has been provided to City of El Paso personnel with identified responsibilities. The COOP Basic Plan has been shared with other local emergency response and management agencies, regional emergency management directors, emergency management planners and other interested parties, as applicable.

Scope

This Basic Plan describes the actions that will be taken to implement a viable COOP capability within 12 hours of an event and to sustain that capability for up to 30 days. The Basic Plan can be implemented during duty and non-duty hours, both with and without warning.

The Basic Plan covers all facilities, systems, vehicles and buildings operated or maintained by the City of El Paso. The Basic Plan supports the performance of essential functions from alternate facility locations (due to the primary facility becoming unusable, for long or short periods of time) and also provides for continuity of management and decision-making in the jurisdiction in the event that senior leadership or technical personnel are unavailable.

This Plan applies to the City of El Paso and addresses continuity of operations in the event(s) where:

- Critical infrastructure is disrupted
- Critical services and supplies are interrupted
- The City experiences increased demand for services
- Critical community services are interrupted

Additionally, this plan provides for the capability to perform essential functions continuously and last for up to 30 days at an alternate location. It addresses all-hazards planning and the three phases of continuity:

- Activation and Relocation (including alert and notification);
- Alternate Facility Operations; and
- Reconstitution.

It is applicable to the natural, technical, and human-caused emergencies and disasters that are identified in the Threat Hazard Identification and Risk Assessment (THIRA) located in the El Paso Emergency Management Basic Plan. The COOP Plan can be activated at any time, with and without warning.

ESSENTIAL FUNCTIONS

It is important to establish priorities for an emergency to ensure the relocated staff can complete department specific mission essential functions (MEF's). The departmental administrative staff shall ensure that their mission essential functions can continue or resume as rapidly as possible and efficiently as possible during an emergency relocation. Any task not deemed essential will be deferred until additional staff and resources become available.

Essential functions are identified in each of the individual department COOPs.

The departmental essential functions have been identified according to the following priorities for recovery of processes, functions, critical applications and vital records.

1. Functions that must be provided continuously
2. Functions that must be provided for a legal reason
3. Functions that cannot be interrupted for more than 12 hours
4. Functions that cannot be interrupted for more than 24 hours
5. Functions that cannot be interrupted for more than 72 hours
6. Functions that can be interrupted indefinitely

Individual department functions are ranked according to priority. (Refer to individual department COOPs.)

Risk and Vulnerability Assessments

Natural Threats	Man-made Threats	Terrorist Threats
Pandemic flu Floods Fire Tornadoes Ice storms Earthquake	Explosions Hazardous materials Transportation accidents or incidents Arson Assaults/acts of violence Power grid failure	Conventional weapons Incendiary devices Biological and chemical devices Cyber-terrorism Weapons of mass destruction

Table 1 – Primary threats to Individual Departments

The purpose of this risk assessment is to determine each individual department's vulnerability to the broadest number of hazards possible. Vulnerability equates to weakness that could be caused to the facility and/or systems or the injury that could be inflicted or caused to personnel. Hazard or threat identification and vulnerability assessments combine probabilities of event occurrence (earthquake, hurricane, terrorism, etc.) with factors relevant to the specific site (location, operational and structural characteristics) to determine the risk of a given threat to a site. Some of the primary threats that individual departments might face are listed above.

Summarized and prioritized primary hazards are identified in each of the individual department COOPs.

Authorities

This section outlines all supporting authorities and references that have assisted in the development of this continuity plan and defines lines of succession. State and local law have been reviewed to identify authorities.

- Homeland Security Act of 2002, as amended (6 U.S.C. § 101 et seq.).
- National Security Act of 1947, as amended (50 U.S.C. § 3042).
- Telework Enhancement Act of 2010 (5 U.S.C. §§ 6501-6506).
- Executive Order 12148, Federal Emergency Management, July 20, 1979, as amended.
- Executive Order 13618, Assignment of National Security and Emergency Preparedness Communications Functions, July 6, 2012.
- Presidential Policy Directive 8, National Preparedness, March 30, 2011.
- Presidential Policy Directive 40, National Continuity Policy, July 15, 2016.
- Presidential Policy Directive 21, Critical Infrastructure Security and Resilience, February 12, 2013.
- Federal Continuity Directive 1 (FCD 1);
- National Security Presidential Directive (NSPD) 51, Homeland Security Presidential Directive (HSPD) 20 – National Continuity Policy

References

In addition to documents that provide the legal authority for continuity planning, other publications have influenced the planning effort and resulting plan. Such documents include those relating to the mission of the individual departments and the City of El Paso as well as emergency response plans applicable to each.

Some references used to develop this plan are listed below.

- Comprehensive Preparedness Guide 101, Developing and Maintaining Emergency Operations Plans, Version 2, November 2010.
- Comprehensive Preparedness Guide 201, Threat and Hazard Identification and Risk Assessment Guide, Second Edition, August 2013.
- Federal Continuity Directive-1, Federal Executive Branch National Continuity Program and Requirements, January 2017.
- Federal Continuity Directive-2, Federal Executive Branch Mission Essential Functions and Candidate Primary Mission Essential Functions Identification and Submission Process, June 2017.
- Homeland Security Exercise and Evaluation Program (HSEEP), April 2013.
- National Incident Management System (NIMS), December 2008.
- National Preparedness Goal, September 2015.

- Privacy Act of 1974.
- City of El Paso, City Charter
- City of El Paso, Emergency Operations Plan
- Texas Emergency Management Statutes
- Emergency Management Accreditation Program (EMAP), 2016
- National Fire Protection Agency (NFPA) 1600

CONCEPT OF OPERATIONS

A COOP plan must be maintained at a high level of preparedness and be ready to be implemented without prior warning. As such, the City of El Paso has developed a concept of operations which describes the approach to implementing a COOP plan.

The plan should be fully implemented within 12 hours of activation and be capable of sustaining operations for up to 30 days. The broad objective of this Basic Plan is to provide for the safety and well-being of the City's personnel and enable its continued operation during any event. Specific Basic Plan objectives include the following:

- Enable personnel to perform essential functions;
- Identify key personnel, back-up personnel and supporting personnel for relocation or for performing essential functions;
- Ensure the alternate facility location can support essential functions; and
- Protect and maintain vital records and systems.

An event, such as an explosion, fire or hazardous materials incident, might require the evacuation of one or more buildings with little or no advance notice. Building evacuation, if required, is accomplished via implementation of the evacuation or emergency response plan for each building. This COOP Basic Plan is not an evacuation plan.

Below is the Level of Emergency and Decision Matrix to guide the implementation of the Basic Plan.

Level of Emergency	Category	Impact on Local Government	Decisions
I	Alert	An actual or anticipated event might have an adverse impact of up to 12 hours on any portion of the local government but does not require any specific response beyond what is normally available.	Impacted department alerts appropriate personnel of situation and requests needed assistance. No COOP plan implementation required.

Level of Emergency	Category	Impact on Local Government	Decisions
II	Stand-by	An actual or anticipated event estimated to have minimal impact on operations for 12 to 72 hours that may require assistance beyond what is normally available.	Impacted department alerts appropriate personnel. Members of the COOP Team are notified and placed on stand-by. Limited COOP plan implementation depending on individual department requirements.
III	Partial Implementation	An actual event estimated to disrupt the operations of one or more essential functions or impact vital systems for more than three days.	Impacted department alerts elected officials and senior leadership. COOP Team members alerted and instructed on the full or partial implementation of the COOP plan. Implementation of the COOP plan approved by the elected officials or senior leadership. Might require the mobilization of all resources. Might also require the implementation of the orders of succession. Might require the movement of some personnel to an alternate facility location for a period of more than three days but less than 14 days. Event requires command and control resources be applied to the issue.
IV	Full Implementation	An actual event that significantly disrupts the operations of three or more essential functions or the full department that impacts multiple vital systems for more than seven days.	Impacted department alerts elected officials and senior leadership. COOP Team members alerted and instructed on the full or partial implementation of the COOP plan. Might require activation of orders of succession. Might require the movement of significant number of personnel to an alternate facility location for a period of more than 14 days. Event requires command and control resources be applied to the issue, and might require the complete mobilization of all resources.

Table 2. Level of Emergency and Decision Matrix

Continuity includes each individual department's COOP to ensure the continuation of the mission essential functions. The objectives of this plan are to mitigate risks; reduce disruption of operations; protect essential equipment, records, and other assets; minimize damage and loss; provide organizational and operational stability; facilitate decision making during an emergency; and achieve an orderly recovery.

Goal

The goal of this plan is to identify potential emergencies and to ensure that a viable capability exists to continue essential City of El Paso departmental functions specifically when the primary facility(s) is either threatened or inaccessible.

Objectives

- Ensure the safety of City of El Paso personnel
- Ensure the continued survival of the City of El Paso departmental management and support leadership.
- Provide for an orderly response and recover from any incident.
- Provide for the ability to continue essential operations.
- Ensure the continuous performance of the City of El Paso's mission functions during an emergency.
- Protect essential facilities, equipment, records and other assets.
- Reduce or mitigate disruptions to the City of El Paso's departmental operations.
- Identify and designate key staff and support staff to be relocated.
- Facilitate continuity decision making and the subsequent conduct of operations.

Operational Priorities

Generally, the list below outlines the COOP priorities. The type and severity of the incident may dictate other priorities not listed.

- Life, safety, and health
- Property protection
- Environmental protection
- Restoration of essential utilities
- Restoration of essential program functions
- Coordination among appropriate stakeholders

PHASE 1: PLAN ACTIVATION AND RELOCATION

Activation

This Plan may be activated in situations such as:

- Known threats and emergencies (with warning). Some threats may afford advance warning, permitting orderly alert, notification, and, if necessary, evacuation of employees (e.g. a transportation accident with potential release of hazardous material or the threat of a terrorist act).
- Unanticipated threats and emergencies during non-working hours (no warning). Arson, terrorist, or HAZMAT incidents may occur without warning when the majority of the staff is not at work. If operations from the normal place of business are not possible, the majority of staff still will be able to respond to instructions, including proper notice to relocate.
- Unanticipated threats and emergencies during working hours (no warning). Incidents may also occur without warning during normal office hours. In this case, implementation of the COOP plan, if indicated by the circumstances, would be preceded by execution of a facility Emergency Response Plan (ERP), to move employees and visitors out of the building expeditiously.

Decision Process for Activation

If a situation arises that adversely impacts or threatens the City of El Paso or an individual department's ability to perform essential functions, the City of El Paso COOP Basic Plan or department COOP may be activated by the:

- Department Head
- City Manager
- Emergency Management Coordinator

The Department Head or their delegate determines objectives and establishes priorities based on the nature of the incident and develops an initial incident action plan (IAP). If appropriate, the Emergency Response Plan will need to be consulted to ensure proper steps are taken to protect the health and safety of staff located in the facility at time of the incident.

Alert, Notification and Implementation Process

Upon receipt of a potential continuity situation from the Department Head or designee, continuity alerts and notifications procedures are made as per policies and standard operating guidelines.

An alert is the process by which individual department's personnel are informed that a continuity situation may arise. Upon receipt of an alert, the department's staff is responsible for ensuring they are prepared personally and professionally to activate this plan, if necessary.

A notification is the process by which the department's personnel are informed that this plan has been activated and they should take the appropriate action.

Continuity staff will receive instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility. Continuity staff will be instructed to either:

- Standby for further information and instructions
- Report to the primary facility
- Report immediately to an assembly site
- Report immediately to the alternate facility
- Continue mission essential functions at the primary facility utilizing portions of this continuity plan as needed to resume normal operations
- Use a temporary assembly area or command post to continue mission essential functions until the primary facility is readied
- Use a temporary assembly area or command post to continue mission essential functions as a transition to the alternate facility, or
- Relocate mission essential functions to the alternate facility.

LEADERSHIP

During an emergency, orders of succession provide for the orderly and predefined assumption of senior agency positions in the event that any officials are unavailable or unable to execute their legal duties.

Lines of Succession

Each department COOP includes the identification of at least three successors for each essential position tasked in the continuity plan. Lines of succession are identified in each of the individual department COOPs.

Essential Positions

Specific personnel requirements will vary widely among City departments due to differences in their size, structure, mission and essential functions. Each essential function has associated personnel who are necessary to ensure continuity of operations. Without these personnel, the departments will not be able to perform their essential functions or meet citizen or employee needs. These personnel are necessary to carry out the department's essential functions and fulfill City of El Paso's mission, and are identified in each of the individual department COOPs.

Personnel Contact List

Each department maintains a personnel contact list that provides the contact information for personnel who should be notified if the department or jurisdiction is threatened by or experiences an event that requires COOP implementation.

External Contact List

Each department maintains an external contact list that provides contact information for external vendors, suppliers or the person most likely to be contacted if the department or jurisdiction is threatened by or experiences an event that requires COOP plan implementation.

COOP Plan Implementation Responsibilities

The following lists identify major responsibilities of key and designated officials required to implement City of El Paso's COOP plan.

The City Manager is responsible for:

- Supporting and providing executive leadership for all emergency planning efforts;
- Assuming ultimate responsibility for the jurisdiction's preparedness efforts;

The COOP Coordinator is responsible for:

- Developing, coordinating and managing all activities required for the jurisdiction to perform its essential functions during an event that would disrupt normal operations.
- Remaining in constant communication with a representative from the Office of Emergency Management.
- Identifying department-specific management and policy issues.
- Creating a planning schedule and milestones for developing COOP capabilities and obtaining plan approval.

The Reconstitution Manager is responsible for:

- Coordinating and overseeing the reconstitution process.
- Developing the reconstitution plan.
- Developing space allocation and facility requirements.
- Coordinating with appropriate jurisdictions to obtain office space for reconstitution if the building is inhabitable.

The City's personnel are responsible for:

- Understanding their continuity roles and responsibilities within the City.
- Knowing and being committed to their duties in a continuity environment.
- Understanding and being willing to perform in continuity situations to ensure that City can continue its essential functions.
- Ensuring that family members are prepared for and taken care of in an emergency situation.

Delegation of Authority

Delegations of authority are formal documents that specify activities to be performed by those authorized to act on behalf of the agency head or other key officials. Delegations of authority are identified in each of the individual department COOPs, as necessary.

All delegations of authority state specifically:

- The authority that is being delegated
- The limits of that authority
- To whom the authority is being delegated (title, not name)
- Circumstances under which delegated authorities would become effective and when they would terminate
- The successor's authority to re-delegate those functions and activities

The delegation of authority for the Department Head is provided through the lines of succession with all power and authority of position.

Devolution of Operations

There may be times when it becomes necessary for other City departments or outside organizations (e.g. El Paso County) to assume the responsibility of mission critical functions. The assumption of mission critical functions by outside departments or entities is called devolution of operations.

Devolution of Operations planning provides El Paso with a means of ensuring the continuity of essential functions; in the absence of a credible warning and/or the ability to:

- Transfer employee responsibilities to another City department employee or other department
- Relocate an individual department to one or more alternate facilities

Devolution of operations ensures that the City of El Paso can sustain operational capability across a broad spectrum of emergencies. Devolution of operations complements other elements of a Continuity of Operations Plan and ensures that City of El Paso's mission critical functions will continue to operate following either an expected or an unexpected disruption, during duty and non-duty hours.

	Continuity of Operations	Devolution of Operations
Concept	Relocate department operations to an alternate facility.	Devolve mission to another City department or agency
Planning	Department staff assume essential functions at one or more alternate facilities	A separate department assumes the mission and essential functions of another department because of the unavailability of that department's staff.
Implementation	Department staff moves to one or more alternate facilities to perform essential functions.	A separate department will perform the essential functions of another department from either primary or secondary facilities.

Table 3 - Relationship between Continuity of Operations and Devolution of Operations

Department Head Responsibilities

In the event that communications with the Department Head or any alternate is impossible; then another Department Head assumes the responsibility for that individual department's functions.

PHASE 2: ALTERNATE FACILITY OPERATIONS

The City of El Paso recognizes that normal operations might be disrupted and that there might be a need to perform essential functions at an alternate facility location. Each department has designated its own alternate facility locations in their department COOP plans.

Activities and operations for this phase are focused upon restoring the City's essential functions and providing the critical needs for citizens and personnel. This phase is initiated by the declaration of an "all clear" condition. The "all clear" condition indicates that the event has ended and that all facilities within the scope of this plan have been secured or that the City of El Paso is ready to provide essential functions from an alternate location(s).

Individual department procedures capture key elements related to the designation and operation of alternate facilities. Individual department's procedures outline the following:

- Identification of alternate facilities and capabilities (equipment, hardware, software, etc.).
- Individual department's personnel roles and responsibilities for activating and staffing alternate facilities.

Alternate facilities are selected according to the following criteria:

- Condition and overall safety
- Security of building
- Vulnerability of location and structure to natural, technological, and man-made hazards
- Back-up generator and utility capabilities
- Available communications
- Ability to accommodate support staff and media interview area

LOGISTICAL SUPPORT AND RESOURCE REQUIREMENTS

A continuity incident may be prolonged and severe; therefore, supplemental resources from the state and federal government, non- governmental organizations, and private sector may be required to support COOP operations.

The Department Head or designee will provide facilities and other resources to support affected mission essential functions and services in accordance with established legal authorities and responsibilities, policies, and plans. The Department Head or designee will assign resources to support any COOP operation using normal logistics and resources processes. The Emergency Management Coordinator (EMC) will manage logistics and resources required for COOP operations using the procedures identified in the El Paso Emergency Management Basic Plan for those incidents requiring the activation of the Basic Plan.

Vital Files, Records and Databases

Arrangements have been made for the safekeeping of vital records. This includes both electronic data and hard copies.

Electronic Data

Individual departments and the City/County COOP Manager will coordinate with the Information Technology (IT) office to duplicate and store electronic data at a remote location. Vital electronic data includes but is not limited to the following:

- Mission Critical Software and Database – These are programs considered critical to the execution of mission critical functions for the individual department.
- Emergency Operating Records – These are electronic records that are considered essential to the continued functioning or reconstitution of operating units in the individual department, during or after an emergency, which requires activation of this COOP.

The individual department and City/County COOP Manager will coordinate with IT for securing all hardware systems needed to access and utilize critical data and software programs.

Vital File, Record, or Database	Form of Record (e.g., hardcopy or electronic)	Pre-position at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location
All Emergency Operation Plans, Procedures and other key documents	Electronic	City Network	N/A	

Table 4 – Sample Electronic Data - Vital Files, Records and Databases

Hard Copies of Critical Records

Vital File, Record, or Database	Form of Record (e.g., hardcopy or electronic)	Pre-position at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location
City and Department Continuity Plan	Hardcopy	300 Main Street	N/A	City/County EOC
Phone Roster	Hardcopy	300 Main Street	N/A	City/County EOC
Traffic Control Forms	Hardcopy	300 Main Street	N/A	City/County EOC

Table 5 – Sample Hard Copies of Critical Records

Communications Resources

The following communications resources exist to support COOP operations (refer to individual department COOPs):

Resource	Point of Contact
VOIP Telephone	Information Technology
Cellular Telephones	Information Technology
Email	Information Technology
800 MHz P-25 Trunked Radio System	911 Communications
Mass Notification System	Office of Emergency Management
WebEOC	Office of Emergency Management

Table 6 – Sample Communications Resources

Continuity Planning Functional Roles and Responsibilities

The following table shows some of the continuity responsibilities for the individual departments. (Refer to individual department COOPs.)

Responsibility	Position
Update continuity Plan annually	Department Head
Update telephone rosters quarterly	Manager
Review status of vital records and databases	Manager
Conduct monthly alert and notification tests	Manager
Develop and lead continuity training	COOP Manager
Plan continuity exercise	COOP Manager/Department Head

Table 7 – Sample Continuity Responsibilities for the Individual Departments

Department Staffing

An individual department's staffing plan will be developed to support COOP related activities during COOP activations. The staffing plan will include the following considerations:

- Availability of the department staff
- Location of the department staff
- Collateral risk to employees, either direct or indirect, to actual or anticipated hazards. For example, any risks that may exist for employees traveling from/to the EOC or biohazard (e.g. Pandemic threats)
- Surge staffing may be considered. Surge staffing allows for augmentation of staffing during the initial response phase of an incident or emergency or whenever a significant amount of activity is occurring or anticipated. 75 percent of available staff may be used for short periods lasting 18 hours or less.
- Maintenance or sustained operations will be evaluated. Following an initial surge period, no more than 25 percent of available staff should be on an active shift at a time to ensure availability of staff for extended periods.

Department Staff Preparedness Responsibilities

Individual department staff members have been advised that they are responsible for ensuring they have taken the appropriate steps to personally prepare themselves and their family. Individual department staff understands that the successful implementation of this plan is dependent on their ability to respond in any event that may require the activation of the COOP plan.

Professional Go-Kit

The professional go-kit should contain standard operating procedures, emergency plans, operating orders or regulations, and other relevant guidance that is not already pre-positioned at an alternate facility. Other documentation that might be contained in a professional go-kit includes:

- COOP plan;
- El Paso Emergency Management Basic Plan and Annexes;
- Current contact lists for personnel and external parties;
- CD-ROMs or memory (flash drives) sticks;
- General office supplies (small amount);
- Cellular telephone, laptop, iPad, etc.;
- Office telephone contact list;
- Current equipment report;
- Current software report; and
- Current vital records, files and database report.

Emergency Relocation Group (ERG)

The ERG will be composed of the individual department's Advance Team (ERG-AT) and Support Team. Each member of the ERG-AT will have a designated backup assigned from the Support Team. All members of the ERG will be cross-trained to ensure that they can perform the job requirements.

Continuity Execution

Emergencies may affect the ability of the individual department to perform its critical functions from the primary COOP facility. A pre-designated alternate facility has been identified. The need to relocate to this facility will be determined by the event and situation.

Activation and Relocation

COOP plan implementation is initiated by an event that causes a disruption to essential functions in the department. If necessary, the activation of the department alternate facility location activities also would occur during this phase. (NOTE: a COOP plan is not a response plan.)

Activation of the Continuity Plan

COOP plan implementation is based on three phases of operations:

- Activation and Relocation (including alert and notification);
- Alternate Facility Operations; and
- Reconstitution.

The individual department COOP Plans will be implemented with or without warning, and during duty or non-duty hours as required.

In an event so severe that normal operations are interrupted, or if such an incident appears imminent, the Department Head may activate the individual department COOP Plan.

Continuity activation “With Warning” will allow for a more complete and orderly alert, notification, activation of plans, and deployment of personnel. Without warning, the continuity process will be more difficult. The ability to execute the department continuity plan will depend on the severity of the impact on the department’s physical facilities, and whether department personnel are immediately available in the facility or general area.

Personnel accountability during activation of the continuity is of utmost concern, especially if the emergency occurs without warning, during duty hours. Building evacuation plans and individual department continuity procedures should provide for personnel accountability.

PHASE 3: RECONSTITUTION AND RETURN TO NORMAL OPERATIONS

Reconstitution

Reconstitution is the process by which department personnel resume normal operations from the original or an alternate facility location. Basic planning for reconstitution should take place concurrently with COOP planning. Event-specific reconstitution planning should begin as soon as COOP plan is implemented. The Reconstitution Manager or coordinator takes the lead in reconstitution planning and execution. Once the Emergency Management Coordinator or designee declares the event or disruption has passed and is unlikely to resume, reconstitution operations can begin.

The Basic Plan outlines options for reconstituting the organization regardless of the level of disruption requiring implementation. These options include movement from the alternate facility location to the originating facility or a new site when the originating facility is rendered unusable.

- **Reconstitution Manager.** The Reconstitution Manager will be identified at the time of the incident. This person will be responsible for coordinating all reconstitution efforts for the entire jurisdiction.
- **Reconstitution Process.** The jurisdiction develops general guidance and policy regarding ending alternate facility operations and returning to a non-emergency status at the designated primary facility. (Refer to individual department COOPs.)
- **Reconstitution Procedures.** The jurisdiction establishes specific actions to ensure a timely and efficient transition of communications, direction and control, and transfer of vital records and databases to the primary facility. (Refer to individual department COOPs.)
- **After Action Report and Remedial Action Plans.** The jurisdiction creates a task force to assess all phases and elements of the alternate facility operations and provide specific solutions to correct any areas of concern. (Refer to individual department COOPs.)

Ensuring the uninterrupted delivery of critical services is integral to the City of El Paso. Issues include restoration of services and their order of priority, communication with the public, the continuance of the department operations, situation and damage assessment, and coordination of recovery activities.

Reconstitution Manager

A reconstitution manager and team will be appointed by the EMC in consultation with the City Manager to lead this potentially complex initiative. The reconstitution manager and team will be responsible for the following:

- Develop space allocation and facility requirements
- Secure space utilizing appropriate local procurement processes
- Develop a time-phased plan to ensure an orderly return to normal operation
- Ensure facility is structurally safe and it meets local occupancy requirements
- Make necessary notifications
- Transfer information and resources from the alternate facility with minimum disruption to essential business functions

An After Action Report (AAR), to determine the effectiveness of continuity plans and procedures will be completed immediately after reconstitution and an Improvement Plan (IP) will be developed to track required plan and program modifications.

Training, Exercise and Evaluation

COOP training and exercises may consist of a blend of formal courses, hands-on activities, seminars, orientations, refresher courses, workshops, on-line programs, briefings and lectures.

The Department Head or designee will evaluate their department's COOP plan and assess the need for training and exercises annually. After each exercise or activation of the plan, the Department Head or designee will facilitate an After-Action Review (AAR) and assist with the identification of corrective actions to evaluate the COOP. The Department Head or designee will develop an AAR to include an improvement plan.

The El Paso City/County Office of Emergency Management is the lead in ensuring that the City of El Paso COOP Basic Plan and department plans are exercised in accordance with established schedules.

Plan Development and Maintenance

The Department Head or designee is responsible for maintaining their individual department Continuity of Operations Plan. The Continuity Plan for the department's essential functions and supporting activities will be reviewed by the Department Head or designee and updated annually as part of the maintenance of continuity plans and procedures.

When there are significant organizational, procedural changes or other events that impact continuity processes or procedures, the plan will be immediately revised to remain current with a copy provided to the Office of Emergency Management.

The El Paso City/County Office of Emergency Management is the lead in ensuring that the City of El Paso COOP Basic Plan and department plans are updated and maintained in accordance with established schedules.

Table 8 provides a list of standard activities needed to maintain the COOP Basic Plan and department plans, and the frequency of their occurrence.

Activity	Tasks	Frequency
Plan update and certification	Review entire plan for accuracy. Incorporate lessons learned and changes in policy Manage distribution.	Annually
Maintain orders of succession and delegations of authority	Identify current incumbents. Update rosters and contact information.	Ongoing

Activity	Tasks	Frequency
Maintain alternate location readiness	Check all systems. Verify accessibility. Cycle supplies and equipment, as necessary.	Ongoing
Monitor and maintain vital records program	Monitor volume of materials. Update and remove files.	Ongoing
Revise contact information for key personnel	Confirm and update key personnel information.	Annually

Table 8. COOP Plan Maintenance Table Schedule

GLOSSARY

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

Organization Head – The highest-ranking official of the primary occupant organization, or a successor or designee who has been selected by that official.

All-Hazards – The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, large scale civil unrest, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events.

Alternate Facilities – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity 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 other Federal agencies, State, territorial, tribal, and local 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 Facilities – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity situation. “Continuity facilities” refers to not only other locations, but also nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

Continuity of Operations – An effort within individual agencies to ensure they can continue to perform their Mission Essential Functions and Primary Mission Essential Functions during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Continuity Event – Any event that causes an agency to relocate its operations to an alternate or other continuity site to assure continuance of its essential functions.

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

Corrective Action Program – An organized method to document and track improvement actions for a program. The Corrective Action Program (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.

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.

Essential Functions – The critical activities performed by organizations, especially after a disruption of normal activities.

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 organizations/entities, under all conditions.

Leadership – The senior decision makers who have been elected (e.g., the Mayor, City Manager) or designated to head a branch of government or other organization.

Memorandum of Agreement/Memorandum of Understanding – Written agreement between City of El Paso departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

Mission Essential Functions – 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 organization senior 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 organization personnel resume normal operations from the original or replacement primary operating facility.

Risk Analysis – The process by which risks are identified and evaluated.

Risk Assessment – The identification and assessment of hazards.

Risk Management – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are 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.

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.

ACRONYMNS

AAR	After Action Report
BIA	Business Impact Analysis
BPA	Business Process Analysis
CAP	Corrective Action Program
CGC	Continuity Guidance Circular
EMC	Emergency Management Coordinator
ERG	Emergency Relocation Group
IT	Information Technology
MEF	Mission Essential Function
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding

BASIC PLAN COOP ANNEXES

Animal Services

Aviation

Capital Improvement

City Attorneys

City Manager

City Auditors Office

Communications

Community and Human Development

Economic Development

Environmental Services

Fire

Human Resources

Information Technology

International Bridges

Library

Mayor/City Council

Municipal Clerk and Courts

Museum and Cultural Arts

Office of the Comptroller

Office of Emergency Management

Office of Management and Budget

Parks and Recreation

Planning and Inspections

Police

Public Health

Purchasing and Strategic Sourcing

Streets and Maintenance

Sun Metro Mass Transit

Tax Office

Zoo