



Idaho (**Agency Name**) Continuity of Operations (COOP) Plan

Working Draft – 2022

Handling Instructions

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Instructions for Completing Document – TO BE DELETED AFTER COMPLETION	
Instructions	
<p>This template is provided for a guide to support Idaho state agencies in updating and developing a Continuity of Operations (COOP) Plan. This template follows the format and content level utilized by IOEM. Instructional boxes are found throughout the document to support data collection and completion. Please review and complete the input according to agency-level information. These instructional boxes should be deleted after completion.</p>	
<p>The text of the template document includes highlighted text, such as agency name and titles of positions with specific decision-making or support responsibilities related to this plan. Please ensure that all highlighted text has been updated and highlighting is removed for document finalization.</p>	
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Promulgation, Approval, and Implementation

The State of Idaho, in accordance with Idaho Code Title 46, Chapter 10, "State Disaster Preparedness Act of 1975, as amended by the Idaho Homeland Security Act of 2004" and Executive Order 2019-15, is required to plan and prepare for disasters and emergencies resulting from natural or human-caused emergency or disaster events, enemy attack, terrorism, sabotage, or other hostile action. This (Agency Name) COOP Plan provides a framework for the state to plan and perform its mission essential functions during a disruption event or national emergency. This COOP Plan was prepared at the direction of the Idaho Office of Emergency Management and is in accordance with direction from Continuity Guidance Circular, Comprehensive Preparedness Guide 101, and the National Incident Management System.

The revised COOP Plan ensures consistency with current policy guidance and serves as a basis for improving continuity preparedness and initiation of continuity actions in response to an event. This revised COOP Plan supersedes all previous versions of the plan. The Idaho (Agency Name) Director may approve updates to this COOP Plan prior to re-promulgation if those updates do not involve significant changes in operational approach or are the result of significant legislative changes; if either occurs, this COOP Plan must be re-promulgated. We, the undersigned, hereby promulgate, approve, and implement this revised COOP Plan.

(Name)
(Position)

Date

Record of Revision

All revisions of this plan will be recorded below to document the date of each revision, who made the revision, and a description of the revisions. Revisions listed below prior to 2021 were made in the previous COOP Plan.

Date Revised	Updated by (Name/Title/Organization)	Remarks

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Introduction

Each state agency is required to develop and maintain a COOP Plan to address how the agency will continue performing essential functions in the event of compromised facilities or leadership and to return the agency to normal operations after the conclusion of the compromising event. These plans delineate essential functions, specify succession to office and emergency delegations of authority, provide for safekeeping of vital records, identify a range of continuity facilities, provide for interoperable communications, provide for human capital planning, provide for reconstitution, and establish validation processes for these plans through testing, training, and exercises.

It is the intent of the State of Idaho to maintain a comprehensive and effective continuity capability to ensure the preservation of state mission essential functions (MEFs) under any and all conditions. In support of this policy, the state's Executive Branch has developed and implemented a continuity program comprising efforts in individual state agencies to ensure that their MEFs continue to be performed during a wide range of disruption events, including localized acts of nature, accidents, and technological disruptions, whether deliberate or unintentional. These efforts include plans and procedures at all levels of readiness that delineate MEFs, specify orders of succession and delegations of authority for MEFs, provide for safekeeping of vital records, identify a range of continuity facilities and locations, provide for continuity communications, provide for human capital management planning, and provide for reconstitution and validation of these plans through testing, training, and exercises.

In the State of Idaho, COOP and Continuity of Government (COG) planning and preparedness require a multi-year approach. The ability of the State of Idaho to carry out COG remains largely inherent in COOP implementation, since the ability of each state agency and branch of state government to maintain continuity of operations enables the whole to maintain continuity of government.

The (Agency Name) uses an all-hazards approach to COOP planning that ensures that MEFs and those responsible for accomplishing them are identified. (Agency Name) has MEFs that must be continued or rapidly and efficiently resumed during a disruption event. While the impact of an event cannot be predicted, planning for operations under adverse conditions can mitigate the impact of the disruption event on Idaho's people and facilities and the mission of the state's government to protect life, property, and the environment.

As part of this focus, (Agency Name) continuity planning efforts help to ensure MEFs¹ continue when normal operations are disrupted. COOP planning is a good business practice and is part of the fundamental mission of all government agencies as responsible and reliable entities serving the public. The changing threat environment and recent disruption events have shifted

¹ MEFs encompass those critical areas of business that must continue even during a disruption event. These essential business functions must be performed to achieve the State of Idaho's mission.

awareness to the need for COOP capabilities that enable agencies to continue their MEFs across a broad spectrum of disruption events.

The (Agency Name) COOP Plan provides a flexible approach for continuing MEFs and accomplishing overall missions in the state. This COOP Plan is designed to support (Agency Name) with the activation and operations of COOP functions. This COOP Plan establishes policy and guidance to ensure continuation of MEFs for (Agency Name) in the event that a disruption event at (Agency's primary operating facility) threatens or incapacitates operations and/or requires relocation of selected personnel and functions.

Furthermore, this COOP Plan supports decision-makers in identifying dependencies and recovery-time objectives (RTOs)² during disruptions to state operations. This plan includes additional content to support continuity planning for the state, such as the legal basis, a glossary, continuity communications, and additional content to support decision-making and coordination of continuity operations.

(Agency Name) has adopted this plan to ensure the capability to support employees, contractors, system users, and the general public during disruption events. This plan provides key information related to how (Agency Name) will sustain the capability to perform MEFs during and after a disruption event.

This plan ensures that (Agency Name):

- Has the capability to implement this COOP Plan both with and without warning.
- Establishes activation processes and factors that determine the type of continuity actions taken.
- Can perform MEFs within identified RTOs.
- Can maintain and sustain MEFs for an indefinite period.
- Ensures that information technology support is available to provide for MEFs identified in the plan.
- Is supported by regularly scheduled testing, training, and exercising of agency personnel, equipment, systems, processes, and procedures used to support the agency during a COOP event.
- Provides for a regular risk analysis and continued preparedness of (Agency Name) alternate continuity facility.
- Develops standard operating procedures and staff expectations that enable the performance of MEFs.
- Promotes the development, maintenance, and annual reviews of COOP capabilities.

² RTOs are timeframes in which business functions or application systems must be restored to acceptable levels of operational capability to minimize the impact of a disruption event on MEFs.

The (Agency Name) *Continuity of Government Plan* further supports this plan, providing additional detailed information and procedures to establish continuity functions.

Purpose and Objectives

This plan provides a framework to restore MEFs in the event of an incident that affects operations. This plan may be used by (Agency Name) and other stakeholders who meet official use criteria for situational awareness of (Agency's Name) continuity actions.

COOP objectives include the following:

- Ensure the continuous performance of MEFs during a disruption event.
- Ensure a safe work environment for (Agency Name) employees.
- Ensure the performance of statutory mandates for the state.
- Provide organizational and operational stability.
- Reduce disruptions to MEFs.
- Prioritize support for essential facilities, equipment, essential records, and other assets.
- Reduce or mitigate disruptions to operations.
- Assess potential impacts on essential systems and databases.
- Facilitate decision-making during a disruption event, including actions related to telework and continuity facilities.
- Provide the lines of succession for each MEF.
- Achieve timely and orderly recovery from a disruption event and resumption of full service to the public, stakeholders, and partners.
- Deliver services expected by residents of and visitors to the State of Idaho during a disruption event and its recovery period.

Applicability and Scope

This COOP Plan is applicable to all (Agency Name) branches and personnel. It describes actions that shall be taken to perform MEFs within identified RTOs and to sustain that capability for the continuity period. Elements of this COOP Plan may be activated during business or non-business hours, with or without warning.

This document supports the performance of MEFs from the alternate continuity facility due to the primary facility becoming unusable for long or short periods of time and provides for continuity of management and decision-making in the event that senior management or technical personnel are unavailable.

Situation

The following situation informed the development of this plan:

- (Agency Name) recognizes the need to provide essential functions and services to its citizens, within the scope of its capabilities, at any given time and under adverse conditions.
- The potential exists for catastrophic natural and human-caused disasters or public health emergencies that disrupt normal agency functions or operations. This COOP Plan has been developed to be applicable to all threats and hazards identified in the current Idaho State Hazard Mitigation Plan. This COOP Plan addresses all hazards that may affect operations.
- The continued response and recovery period to the COVID-19 pandemic required an extended period of modification to operational procedures. The long-term duration of this event will influence activation for both pandemic- and non-pandemic-related events. Additional emergency and continuity response impacts may include social distancing and impacts on staffing availability.

Assumptions

The following assumptions are made in considering COOP planning by (Agency Name):

- This plan may be activated with or without warning and at any time of day or night.
- (Agency Name) resources located outside the area affected by the disruption event will be available as necessary to continue MEFs.
- The alternate continuity facility will be available and operational to support the activation of this plan.
- MEFs performed by (Agency Name) personnel have been prioritized in order of importance to ensure the ability of (Agency Name) personnel to complete MEFs with limited staff. MEFs have been prioritized based on RTOs and the relevant statutes and laws requiring these MEFs within certain time periods.
- (Agency Name) employees required for execution of this plan are all considered essential employees and will report to work at the alternate continuity facility site as directed, with or without government-supplied transportation.
- Upon notification of COOP activation by the (Agency Name) Director, employees will be instructed within their supervisorial chain of the activation and relocation phases of this COOP Plan.
- Operations typically take place in primary or continuity facilities if deemed appropriate and safe, depending on the dynamics of the disruption event.
- Procedures are sufficiently detailed to enable any individual other than the person primarily responsible for the work to follow them.

- Recovery of a critical subset of functions and application systems shall occur to allow (Agency Name) to continue MEFs adequately.
- A disruption event may require (Agency Name) members, customers, and local agencies to function with limited automated support and some degradation of service until full recovery is made.
- The potential exists for an influenza or other pandemic to severely deplete the state's workforce.

Authority

In accordance with Governor's Executive Order 2019-15, each state agency will: "Develop and maintain a Continuity of Operations (COOP) plan to (a) address how the agency will continue to perform mission essential functions in the event of compromised facilities or leadership, and (b) return the agency to normal operations after the conclusion of the compromising event."³

³ <https://gov.idaho.gov/wp-content/uploads/sites/74/2019/12/eo-2019-15.pdf>

Concept of Operations

There are four phases of continuity planning—Readiness and Preparedness, Activation and Relocation, Continuity of Operations, and Reconstitution—illustrated in Figure 1 and described in detail in the subsequent sections. Appendix C includes additional roles and responsibilities for key positions to support continuity activities.

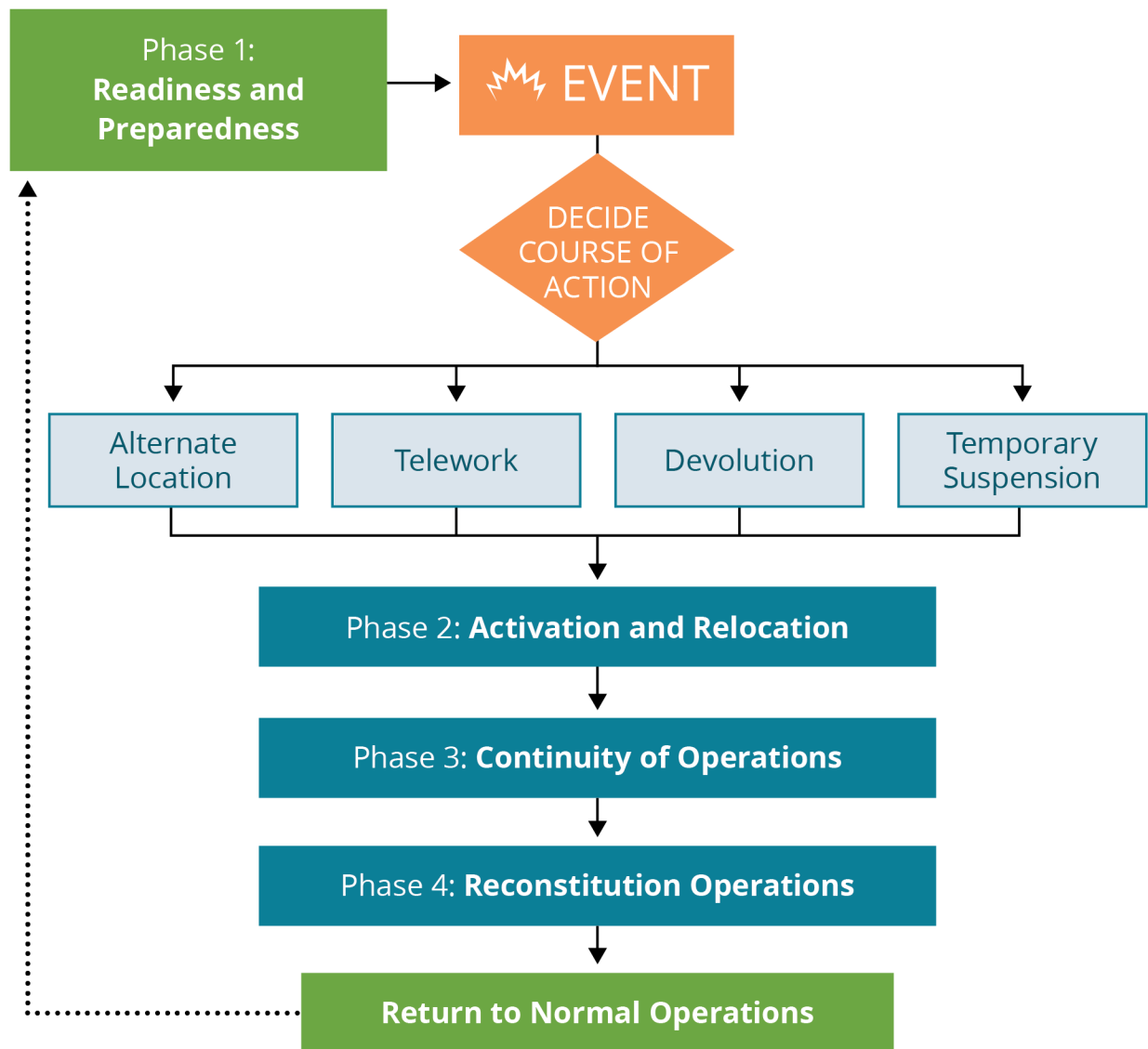


Figure 1: Continuity of Operations Phases

(Agency Name) daily operations primarily take place at (address). An alternate continuity facility affords (Agency Name) the ability to streamline COOP procedures and conduct all activities and functions on short notice. This COOP Plan describes a fixed and fully equipped facility that is

dedicated to (Agency Name) and permits immediate occupancy by personnel and the continued performance of MEFs.

Phase 1: Readiness and Preparedness

In Phase 1 (Agency Name) personnel prepare for a possible disruption event requiring changes or modifications in operations, including the following:

- Loss of access to a facility.
- Loss of services caused by a reduced workforce.
- Loss of services caused by equipment or systems failure.
- Need to limit exposure to environmental or health risks.
- Requirement to modify operational periods to ensure coverage during a long-term activation.

Staff prepare by remaining familiar with this COOP Plan and by practicing continuity activities through exercises, drills, and other preparedness actions. The (Title) is responsible for ensuring that this COOP Plan is regularly reviewed, remains up-to-date, and is socialized appropriately in conjunction with internal training and exercise requirements.

Phase 2: Activation and Relocation

(Agency Name) staff operate at their primary operating facility(ies) until ordered to cease or modify operations by identified continuity decision-making authorities. At that time, mission essential functions transfer via appropriate continuity approaches.

Notification of continuity activation and related decisions is a critical part of Phase 2. Redundant communications systems are vital to ensure that COOP actions are communicated to necessary personnel.

Contact rosters for Mission Essential Personnel are included in Appendix B.

COOP Plan Activation Process

The (Position To Be Identified), or designee, may implement this COOP Plan.

The process for activating this plan has three basic steps:

1. The (Position To Be Identified), or designee, becomes aware that a disruption to normal operations is planned, is anticipated, or has occurred.
2. The (Position To Be Identified), or designee, evaluates the situation along with its potential, anticipated, or known effects on operations and decides whether to activate this COOP Plan.
3. The (Position To Be Identified), or designee, is responsible for informing IOEM of the situation and directing staff to take actions.

This process is continual and may be performed multiple times per incident or event.

This COOP Plan is implemented based on known or anticipated threats and disruption events that may occur with or without warning. The Idaho State Hazard Mitigation Plan, maintained by IOEM, helps with understanding these threats and identifies mitigation strategies:

- **Known Threats and Emergencies (with Warning):** There are some threats to operations that may afford advance warning that will permit orderly alert, notification, evacuation, and, if necessary, relocation of employees. Situations that might provide such a warning include seasonal flooding, transportation accidents that threaten a release of hazardous material, or a threat of a terrorist incident.
- **Unanticipated Threats and Emergencies (No Warning) during Non-Business Hours:** Incidents such as earthquakes, arson, hazardous material spills, and terrorist incidents may not be preceded by warning and may occur while a majority of on-site staff are not at work. In these circumstances, while operations from primary facilities may be impossible, the majority of employees will still be able to respond to instructions, including the requirement to relocate following proper notification. Even in these situations, it is assumed that the continuity facility will remain unaffected and permit (Agency's name) operations to continue from that location.
- **Unanticipated Threats and Emergencies (No Warning) during Business Hours:** Incidents may also occur with no warning during normal office hours. In these circumstances, execution of this COOP Plan, if indicated by the circumstances of the event, would begin with implementation of building evacuation and safe assembly procedures, continuing through to notification to (Agency Name) personnel to relocate to the continuity facility.

COOP Activation Options

Upon activation, the (Position To Be Identified), or designee, implements one or more of the following continuity approaches to ensure continuation of MEFs.

- **Relocation to the Continuity Facility:** COOP Team members conduct MEFs at the continuity facility. Regardless of the event requiring activation of this COOP Plan (Agency Name) will continue MEFs at the continuity facility. The continuity facility must be set up to accommodate continuity functions.
- **Telework:** Departmental personnel may be advised to work remotely to conduct MEFs and not report to the primary facility or the continuity facility. It is important to note that telework is not a standard practice for (Agency Name). The decision to telework must be authorized by (Agency Name) leadership.
- **Temporary suspension or modification of operations:** Depending on the nature of the disruption event and its severity, some operations may be suspended or modified temporarily.
- **Devolution:** Some or all authorities or duties related to essential functions are transferred from normal primary staff and facilities to other methods or agencies due to

incapacitation or the inability of the normal staff to complete MEFs as a result of the disruption event.

Phase 3: Continuity of Operations

Phase 3 is established once staff arrive at the alternate continuity site(s) or adopt assigned continuity tasks. The continuity approach and location of operations may be altered based on the duration of the disruption event.

In the event of activation or partial activation of this COOP Plan, it is envisioned that all (Agency Name) MEFs will continue from the continuity facility.

If teleworking or working from the continuity facility, continuity personnel will complete the following during Phase 3:

- Continue MEFs, enacting orders of succession if a staff member is incapable of fulfilling duties:
- Continue essential functions MEFs, enacting orders of succession if a staff member is incapable of fulfilling duties (see Table 2 for orders of succession).
- Prepare and disseminate instructions and reports as required.
- Ensure accountability of personnel as required.
- Comply with any additional continuity reporting requirements.
- Assess COOP effectiveness and adjust responses accordingly.

(Agency Name) recognizes that this COOP Plan should be able to be activated under all conditions:

- **With Warning:** It is expected that, in the majority of cases (Agency Name) will receive indications and/or warnings of at least a few hours prior to an event. This will normally enable full execution of this COOP Plan with a complete and orderly alert, notification, and deployment of the COOP team to the continuity facility. Notification may occur through the Idaho State Alert and Warning System (ISAWS), email, and/or telephonic methods.
- **Without Warning:** The ability to execute this COOP Plan following an event that occurs with little or no warning will depend on the severity of the disruption event and the number of personnel available.
 - **Non-business hours.** COOP team personnel will be alerted and activated to support operations for the duration of the disruption event. Notification may occur by means of an ISAWS message and be augmented by agency-specific methods.
 - **Business hours.** If possible, this COOP Plan will be activated, and available members of the COOP team will be deployed as directed to support MEFs for the duration of the disruption event. Depending on the status of communications, notifications may be made by telephone, by email, or in person.

Phase 3 and Phase 4 may occur simultaneously. Phase 3 ends when personnel resume normal operations.

Phase 4: Reconstitution Operations

Reconstitution is the process of restarting business processes and operations following a disruption event. Reconstitution will commence when the (Position To Be Identified) or their designated successor determines the disruption event has ended, is under control, and/or is unlikely to reoccur.

The Reconstitution Team will initiate and coordinate operations with the appropriate Senior Management Team for strategies, including telework if available, to restore or replace the primary operating facility and resources.

As soon as feasible, preparation for transferring MEFs, operations of communications, vital records, databases, and other activities back to the primary facility will begin. Circumstances may dictate that a new primary facility is designated and subsequently occupied. Extensive deliberate planning for this will not be done until the scope of the impact on the primary facilities and the event that caused COOP activation is understood.

Phase 4 ends with the incorporation of After-Action Report (AAR) findings to update the COOP Plan. Under the direction of (Position To Be Identified), a task force will be assembled to assess all phases and elements of the activation of this COOP Plan and provide specific solutions to correct any areas of concern. At the end of Phase 4, the state and any affected departments, agencies, or partners will return to Phase 1: Readiness and Preparedness.

Mission Essential Functions

MEFs are actions that generate revenue, help preserve the agency's mission and/or reputation, have legal, administrative, and economic impacts if they are not performed, protect life, property, and personnel, preserve the agency's reputation, support funding streams, or have a predetermined RTO.

Table 1 presents MEFs, RTOs, process dependencies, agency/department responsible for supporting the process dependency, vital records and databases, and supplies and equipment to allow MEFs to be accomplished, and it identifies any regulatory requirements, if appropriate.

Dependencies may include State of Idaho entities or departments or external stakeholders or agencies. Dependencies may include activities that are not essential on their own, but are necessary to complete MEFs.

Instructions for Completing Table 1 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 1-Mission Essential Function (MEF)	<p>Everything the agency does is important; however, during a disruption event, the State needs to focus its time, money, resources and efforts on those functions that are truly mission essential.</p> <p>Mission essential functions are usually linked to activities that:</p> <ul style="list-style-type: none">• Generate revenue;• Help preserve the agency's mission and/or reputation;• Have legal, administrative, and economic impacts if they are not performed;• Protect life, property, and personnel;• Preserve the agency's reputation;• Support funding streams; and• Have a predetermined recovery time objective (RTO). <p>Identifying MEFs is a critical step for two reasons:</p> <ul style="list-style-type: none">• First, MEFs drive the identification and quantification of the consequences of not performing the MEFs. This is "why" the agency needs to develop mitigative strategies.• Second, MEFs form a significant part of the COOP. A business process analysis of each MEF will assist in determining "how" the agency will mitigate the consequences. <p>Action: Identify the agency's MEFs in column 1. This is usually a small subset of the agency's overall functions.</p>

Instructions for Completing Table 1 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 2-Recovery Time Objective (RTO)	Once MEFs have been identified, they must be prioritized. This is done by determining the RTOs for each MEF. RTOs are timeframes in which business functions or application systems must be restored to acceptable levels of operational capability to minimize the impact of a disruption event on MEFs. RTOs define how long MEFs can be idle before compromising business operations.
	Action: For each MEF listed in column 1, identify an RTO. This is usually a small subset of the agency's overall functions.
Column 3-Process Dependencies	Process dependencies are those systems that must be operational in order for the MEF to be performed. For example, in order to conduct the accounts receivable function, One Solution, Bill2Pay, Pay Easy and the AMANDA systems may need to be operational—these are process dependencies.
	Action: For each MEF listed in column 1, identify processes, databases and/or systems that must be operational in order for MEFs to be performed.
Column 4-Department/Agency Responsible for Process Dependencies	It is important to identify the department/agency who is responsible for supporting the process dependencies. For example, the One Solution, Bill2Pay, Pay Easy, and AMANDA systems are supported by IT.
	Action: For each process dependency listed in column 3, identify the department/agency responsible for each process dependencies.
Column 5-Vital Records and Databases	It is important to identify the vital records and databases needed to conduct MEFs. Without access to these documents, conducting MEFs may not be achievable.
	Action: For each MEF listed in column 1, identify the vital records and databases needed to conduct the MEF.
Column 6-Supplies and Equipment	It is important to identify the supplies and equipment needed to conduct MEFs. Without access to these items, conducting MEFs may not be achievable. For this section, consider identifying specialized supplies and equipment that might be difficult to procure.
	Action: For each MEF listed in column 1, identify the specialized supplies and equipment needed to conduct the MEF.
Column 7-Regulatory Requirements for MEF	The State will need to develop redundancy strategies for MEFs, which can be costly. It is important for the State to focus its time, money, resources and efforts on ONLY those functions that are truly mission essential.

Instructions for Completing Table 1 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
	Action: For each MEF listed in column 1, identify what regulations or mandates support it as a mission essential function (refer back to the criteria in row 1).

Table 1: Mission Essential Functions and Dependencies

Mission Essential Function (MEF)	Recovery Time Objective	Dependencies (Processes or Services that Support Essential Functions)	Department or Agency Responsible for Dependency Process	Vital Information, Records, and Databases	Equipment and Supplies	Regulatory Requirement for MEF
		•	•	•	•	•
		•	•	•	•	•
		•	•	•	•	•
		•	•	•	•	•
		•	•	•	•	•

Orders of Succession and Delegations of Authority

If the (Agency Name) COOP Plan is activated, key positions must be filled to ensure the continuance of MEFs. Table 2 defines each key position to continue MEFs and up to three successors if the individual serving in the key position is unavailable, incapacitated, cannot be located, or unable to fill the position at the time of activation.

Program responsibility is either full responsibility—indicating decision-makers can make all decisions required to direct continuity activities and mission essential functions as listed—or limited responsibility—indicating limitations to responsibility to conduct activities that support MEFs.

Authority for each position includes designation of either administrative authority or emergency authority.

Emergency authority refers to the ability to make decisions related to a disruption event, such as deciding whether to activate the COOP plan, deciding whether to evacuate a building, or determining which personnel should report for their duties.

Administrative authority refers to the ability to make decisions that have effects beyond the duration of a disruption event. Unlike emergency authority, administrative authority does not have a built-in expiration date. Such decisions involve policy determinations and include the hiring and dismissal of employees, allocation of fiscal and non-monetary resources, etc. Statutory or constitutional law may limit the delegation of this kind of authority, and agency counsel may need to be consulted when determining this type of delegation of authority.

Contact information for mission essential personnel to support these functions is included in Appendix B.

(Agency Name) acknowledges the need for an orderly succession of leadership with an appropriate span of control. Therefore, in the event the (Title of agency head) is unavailable during an emergency, the (Title of successor to agency head) assumes the role of (Position To Be Identified). Should the (Position To Be Identified) be unavailable, the (Position To Be Identified) assumes the role of (Position To Be Identified). There are currently no published delegations of authority.

Instructions for Completing	
Table 2 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 1-Key Position	It is important to understand who has the key role in the performance of each MEF when the COOP plan is activated. Having this clearly delineated shortens the response time for standing up MEFs.
	Action: For each MEF, list, by title, the person who has the key responsibility for ensuring the MEF is conducted.

Instructions for Completing	
Table 2 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 2-Successor 1	In the event the person in the key position is unavailable to perform the MEF, a successor must be ready to assume the responsibility for the MEF. This successor should have the knowledge, skills, and ability to immediately step in and conduct the MEF.
	Action: For each MEF listed in column 1, identify, by title, the successor in the event the person in the key position is unavailable.
Column 3-Successor 2	In the event the person in the Successor #1 position is unavailable to perform the MEF, an additional successor must be ready to assume the responsibility for the MEF. This successor should have the knowledge, skills, and ability to immediately step in and conduct the MEF.
	Action: For each MEF listed in column 1, identify, by title, the successor in the event the person in the Successor #1 is unavailable.
Column 4-Successor 3	In the event the person in the Successor #2 position is unavailable to perform the MEF, an additional successor must be ready to assume the responsibility for the MEF. This successor should have the knowledge, skills, and ability to immediately step in and conduct the MEF.
	Action: For each MEF listed in column 1, identify, by title, the successor in the event the person in the Successor #2 is unavailable.
Column 5-Full or Limited Authority	Identify if the successors have full or limited authority in the event the COOP plan is activated. For those with limited authority, identify the limitations of their authority. It is not a good idea to select a successor who has limited authority. This could hinder COOP execution.
	Action: For each successor, identify the breadth and depth of authority during COOP activation.

Instructions for Completing	
Table 2 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 6-Type of Authority	Identify the type of authority granted to each successor. Emergency authority refers to the ability to make decisions related to a disruption event, such as deciding whether to activate the COOP plan, deciding whether to evacuate a building, or determining which personnel should report for their duties. Administrative authority refers to the ability to make decisions that have effects beyond the duration of a disruption event. Unlike emergency authority, administrative authority does not have a built-in expiration date. Such decisions involve policy determinations and include the hiring and dismissal of employees, allocation of fiscal and non-monetary resources, etc. Statutory or constitutional law may limit the delegation of this kind of authority, and agency counsel may need to be consulted when determining this type of delegation of authority.
	Action: For each successor, identify the type of authority during a COOP activation.
Column 7-MEFs	MEFs are the bedrock of COOP planning; therefore, they will be included in most tables in this plan.
	Action: Copy and paste the MEFs from Table 1 into this column.

Table 2: Orders of Succession for Missions Essential Functions

Key Positions (by title)	Successor 1 (by Position)	Successor 2 (by Position)	Successor 3 (by Position)	Full or Limited Responsibility	Type of Authority	MEF

Devolution

In the event (Agency Name) were to experience a total dismantlement of management, staff, and facility, such that MEFs could not be performed, these responsibilities will be transferred through the devolution of control and direction. Control and direction may be devolved to departments, agencies, or individuals depending on the actions required. Table 3 designates individuals, agencies, or organizations that would take on MEFs along with providing an approach for acquiring requisite equipment, supplies, and applications. Regular efforts should be made to train identified individuals, agencies, or organizations that will support MEFs during an enactment of devolution of control and direction.

Future planning efforts should build training and agreements to validate and support the devolution assumptions made in this document.

Instructions for Completing Table 3 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 1-MEFs	MEFs are the bedrock of COOP planning; therefore, they are included in most tables in this plan.
	Action: Copy and paste the MEFs from Table 1 into this column.
Column 2-To Whom MEFs will be Transferred	After 911, it became clear that there was a need to have a plan for what an agency would do if it were to experience a total dismantlement of its management, staff and facility; hence, Devolution. Devolution is a worst-case scenario—the loss of the primary operating facility and everyone in it. Consider that, even if everything is lost, the functions that are performed by the agency still need to occur. Who might assume the agency's MEF? When thinking about who might be able to perform the MEFs with some degree of ease, consider: <ul style="list-style-type: none">▪ A sister State agency that performs similar functions.▪ A consultant who performs work for the agency.▪ A similar agency in an adjacent county, city, or municipality
	Additional things to consider when developing a devolution strategy are: <ul style="list-style-type: none">▪ Do the person(s) to whom the MEFs will be devolved have the knowledge, skills, and ability to conduct the MEFs?▪ Are any special certifications required to conduct MEFs?▪ Will there be any legal issues with the devolution strategy?
	Action: For each MEF, identify to whom the MEF will devolve. List multiple persons/agencies, if appropriate.

Instructions for Completing Table 3 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 3-Equipment, Supplies, Applications Needed	When thinking about who might be able to perform the MEFs with some degree of ease, consider: <ol style="list-style-type: none">1. Do the person(s) to whom the MEFs will be devolved have the equipment, supplies, and applications needed to conduct the MEFs?2. If specialized supplies and equipment are needed, how will they be procured?3. Will person(s) have access to the data/databases/systems needed to conduct the MEFs?4. Are there contingencies for gaining access to the data/databases/systems if needed?5. Will there be any legal issues with the devolution strategy?
	Action: For each MEF, identify the equipment, supplies and applications that are needed to conduct the MEF. Refer to Table 1, where equipment, supplies, and applications have been defined.

Table 3: Devolution of Control and Direction

Mission Essential Function (MEF)	To Whom MEFs Will Be Transferred	Equipment, Supplies, Applications Needed
		•
		•
		•
		•

Telework

The term *telework* covers a variety of arrangements, such as working from home and/or working from alternate locations. For example, “hoteling” may typically be used where office space is assigned on an as-needed basis for employees who frequently work at another location. In certain situations, managers may allow employees to work remotely with minimal advance notice, especially during emergency events. Whenever possible, employees must perform their regular work functions while working remotely and be reachable during their normal work schedules. Some employees may not be capable of working remotely if their functions require specialized equipment or software.

The State of Idaho uses telework (specifically work from home) only when authorized by leadership. Telework (or telecommuting) is only to be used when the normal worksite is not available or accessible during emergencies, or to achieve social-distancing requirements or best practices. Employees must obtain written approval from their supervisor prior to working from home. Telework is typically used during short-term periods while continuity facilities are being prepared or if there is a specific issue preventing employees from accessing or working out of continuity facilities. However, long-term telework may be implemented for many departments and positions for a longer duration, as was the case during the COVID-19 emergency. While telework may not be a primary option for continuity functions for (Agency Name), it is important to consider all options that may be implemented to ensure the maintenance of MEFs. The State also identified Pandemic Alternate Work Schedules to ensure clear expectations were set for varying work schedules to address social distancing needs.

It is the responsibility of the telecommuting employee to ensure that all the requirements to perform official work are met in an environment that allows the tasks to be performed safely. It is the employee’s responsibility to designate one area in the home that is suitable for the performance of official State of Idaho business, and the State’s potential exposure to liability is restricted to this official work area. Best practice guidance for telework functions for State of Idaho employees includes:

- Follow all applicable telework policies and guidelines for State of Idaho agencies.
- Complete job-related training and research.
- Ensure telework authorization paperwork is completed, signed, and submitted to Human Resources prior to work-from-home activities.
- Ensure that telework authorization is approved via supervisor.
- Ensure key position tasks are maintained during telework, including proper time coding, as directed.
- Perform other related duties and projects as necessary or assigned.

The following considerations drive processes to support telework:

- **Devices:** Equipment required may include state-issued computing devices (e.g., laptops) or a home computer.

- **Telephones:** Employees must forward their desk phone to their mobile phone (state-issued or personal) or to another location with a phone. Employees must properly set up voicemail to receive messages and ensure that their mailbox is not full.
- **Files:** Employees must have full access to the necessary files and network drives.
- **Software and hardware:** Employees must ensure full access to all software required to do their jobs via a state-issued computing device.
- **Secure, private internet access:** Public Wi-Fi (such as that supplied by a café or restaurant) shall not be used to access state systems or data. Strategies to address mobile Internet access must be identified as needed.
- **Mandated services requiring waivers:** Mandated (Agency Name) services that are typically provided in office may require prior authorization (and, if required, state-level waivers or legal exceptions through the Idaho Office of Human Resources) to be supported remotely. Timelines for when waivers or exceptions expire should be identified.

Based on the implementation of telework processes (Agency Name) identified the telework capabilities in Table 4 to support work-from-home processes:

Instructions for Completing Table 4 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Row 1-Devices and other equipment	Identify equipment needed to support any telework functions. In particular, the row should briefly explain the equipment needed and/or available to staff to support remote work. Types of devices should be identified. Agency functions typically require laptops and cell phones to support remote operations. Additional technology needs may include tablets or other electronic devices.
	Action: Provide a quick statement that summarizes devices needed to support telework of agency MEFs. Identify any gaps or limitations in the current stock of devices.
Row 2-Telephones	Identify if cell phones are provided to employees to support work outside of the office. Personal phone use for work responsibilities away from the office should also be identified.
	Action: Provide a statement of distribution of State-issued phones to support work functions.
Row 3-Files	Identify essential files, databases, or information that will be needed to conduct MEFs and how it can/will be accessed in a telework situation. Include shared network drives, files on shared/protected websites, or other solutions.
	Action: Identify where and how key files are stored to support MEFs.

Instructions for Completing Table 4 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Row 4-Software and hardware	Identify the availability of software and hardware to support computer functions, including whether software and hardware are located on laptops or other devices.
	Action: Identify availability of software or hardware systems on devices.
Row 5-Secure, private internet access	Identify internet availability to support telework functions, including distribution of agency-owned mobile Wi-Fi units, personal (secure) Wi-Fi use, and/or VPN use.
	Action: Identify internet availability to support telework.
Row 6-Mandated services requiring waivers	Identify any requirements for waivers, permission, or allowances to support any telework functions. This may require approval from supervisors and adherence to information security standards.
	Action: Identify any mandated requirements to support telework functions.

Table 4: Telework Support Capabilities and Strategies

Telework Support	Capabilities/Strategies
Devices (computers and other equipment)	
Telephones	
Files	
Software and hardware	
Internet access	
Mandated services requiring waivers	

For MEFs that have an RTO under 12 hours, telework may be required to ensure continuous (Agency Name) services. As a result, temporary approval of the conduct of MEFs with RTO periods under 12 hours may be necessary. Approval for telework will come from (Title). MEFs with an estimated RTO of above 12 hours may need to be evaluated depending on the circumstances to determine if an allowance may be made for telework functions.

Facilities

Facilities may become impacted during an incident requiring relocation. The following facilities have been identified as key primary or alternate facilities for (Agency Name) operations: during a COOP event.

Planning may also be required for logistical needs related to relocating and communicating the location of continuity facilities. Table 5 documents all (Agency Name) facilities, indicating the continuity designation and pertinent facility information for use as an alternate facility when the primary facility is impacted or unavailable. The increased focus on telework capabilities may impact the need for alternate facilities for each employee.

Instructions for Completing Table 5 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 1-Address	Identifies the building name and address of the facility.
	Action: Provide any identified building name or common-use name along with building address, including suite number if necessary.
Column 2-Primary (P)/Alternate (A) Facility	Designates whether the facility is a primary location that hosts employees during regular options or an alternate location to be utilized in the event that the primary location is unavailable.
	Action: Designate location status with a P (primary) or A (alternate).
Column 3-Logistical Support Required To Activate	Logistical support may be required to use alternate facilities in a continuity event. Support may include unlocking the facility, turning on HVAC or power systems, coordinating the new location information with employees, and providing support for parking or transport to the location.
	Action: Identify any logistical planning requirements to setup and utilize the alternate facility.
Column 4-Access Needs	Access requirements will be needed to enter and use the facilities, particularly if they are not in regular use. Needs may include accommodations for individuals with access and functional needs, location or ownership of keys, and requirements regarding security, such as badge and code access.
	Action: Identify any requirements to support physical access to the facility.
Column 5-Special Notes	Additional practical considerations related to the facility can be identified to help prepare employees for unique considerations, such as specific instructions for accessing the building, direction notes, or details on parking requirements. This column can also identify which areas of the agency may utilize the facility or specialized equipment in place for operational functions.

Instructions for Completing Table 5 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
	Action: Identify any specific details that would support employees in using the facility for operations.

Table 5: (Agency Name) Facilities

Address	Primary (P)/ Alternate (A) Facility	Logistical Supports Required to Activate	Access Needs <i>(e.g., keys, special access requirements)</i>	Special Notes <i>(e.g., parking restrictions)</i>

Vendor List

External vendors may be essential for the conduct of MEFs. Contact information for vendors in Table 6 must be kept current, and information should be accessible throughout the continuity phases. The columns in this table provide redundant contact methods for vendors. As a result, it is important to note that not every column must be completed for each vendor.

Instructions for Completing Table 6 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 1-Vendor	Understanding and documenting who the agency's vendors are, what service(s) they provide and how to contact them is a key component of continuity. It becomes increasingly important when key continuity management staff are unavailable during a COOP activation.
	Action: List all the vendors who provide a service(s) for the conduct of MEFs.
Column 2-Service Provided	In the event key continuity management staff are unavailable during a COOP activation, it is important for personnel to be able to decipher the vendor list understand the services provided by each vendor.
	Action: List the service(s) provided by the vendor.
Column 3-Address	List the address for the vendor, if available.
	Action: List the address of the vendor.
Column 4-Contact Person	List the designated representative for the vendor, if available.
	Action: List the primary point of contact for each vendor, if available.
Column 5-Phone	List applicable phone numbers for vendors and/or service representatives (if available).
	Action: Document as many phone numbers (cell, desk, main office, etc.) as possible for each vendor.
Column 6-Email	List email addresses for vendors and/or service representatives (if available).
	Action: Document as many email addresses (work, personal, company website URL, etc.) as possible for each vendor.

Table 6: Vendors List

Vendor	Service(s) Provided	Address	Contact Person	Phone	Email

Plan Maintenance

Plans maintained by (Agency Name) should be socialized, trained, exercised, and revised to ensure maximum levels of readiness. (Agency Name) should coordinate and conduct periodic trainings and exercises of this plan to maintain effective and complete planning efforts associated with the prevention of, preparedness for, mitigation of, response to, and recovery from a disruption event. Exercises should be consistent with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines and best practices. Each state agency is responsible for ensuring that its personnel are trained in NIMS/Incident Command System principles as appropriate.

(Agency Name) COOP Plan Maintenance Process

The (Position To Be Identified) is assigned the task of maintaining the plan, coordinating the process to update the plan, documenting changes to the plan, distributing the plan to selected persons, submitting the updated plan for appropriate review and signature, and storing paper and electronic versions of the plan for archival purposes.

Review Schedule

This COOP Plan is an integral component of an established cyclical process of planning, training, and exercising. At a minimum, this COOP Plan is reviewed and revised on a **biennial basis** to ensure that the documented preparedness and response activities reflect current policies, roles, and responsibilities. The (Position To Be Identified) and other key personnel should review this plan and communicate any recommended plan changes to the (Agency Name) COOP Management Team.

In addition, out-of-cycle updates can be made to ensure that changes to processes or policies are reflected in this plan, keeping the plan current between biennial reviews. Any (Agency Name) staff member may propose changes to this plan. All proposed changes must be submitted through the (Agency Name) COOP Management Team, which will coordinate the review and approval of the proposed modifications. All approved interim changes must be posted to the plan and then recorded in the "Record of Revision" located on page iii of the Basic Plan.

Evaluation Method – Training and Exercises

(Agency name) has developed a multi-year strategy that provides staff with a regularly scheduled and integrated testing, training, and exercise program to ensure that the agency's COOP capability remains viable. Testing, training, and exercising is intended to familiarize agency staff members with their roles and responsibilities during an emergency, ensure that systems and equipment are maintained in a constant state of readiness, and validate aspects of this COOP Plan.

This plan is to be exercised annually, at a minimum, following the HSEEP exercise cycle or the agency's applicable training/exercise cycle. These exercises will include one full-scale exercise

every 4 years. Real-world events will also provide opportunities for plan assessment and validation.

Departmental planning approaches should be developed for each of the following on an annual basis:

- Awareness training for all personnel;
- Cross-training for continuity, reconstitution, and devolution staff; and
- Succession training.

Schedule of Testing, Training and Exercises

Table 7, Table 8, and Table 9 depict training, testing, and maintenance activities currently envisioned by (Agency Name) to ensure the proficiency of key personnel and the accuracy of the contents of this COOP Plan. The frequency of selected activities in the tables may change at the direction of the (Position To Be Identified).

Table 7: COOP Training Responsibilities

Area	Training Components	Training Type	Targeted Staff	Responsible Party	Frequency
Training	COOP Orientation	Online—FEMA IS 546.a	New IOEM hires	(Position To Be Identified)	At employee onboarding

Table 8: COOP Testing Responsibilities

Area	Testing and Maintenance Components	Responsible Party	Frequency
Testing	Tabletop with Senior Leadership	(Position To Be Identified)	Upon plan adoption and republication
	Continuity facility site setup/communications drill	(Position To Be Identified)	Semi-annually
	ISAWS tests	(Position To Be Identified)	Monthly
	Alert, notification, deployment drill	(Position To Be Identified)	Annually

Table 9: COOP Maintenance Responsibilities

Area	Maintenance Components	Responsible Party	Frequency
Maintenance	COOP equipment maintenance	(Position To Be Identified)	Monthly
	Plan revision/update	(Position To Be Identified)	Biennially/as needed following an exercise or event

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Appendix A: Authorities and References

This Continuity of Operations (COOP) plan was developed with the full endorsement of the Director of the Idaho Office of Emergency Management. This COOP Plan complies with the following state regulations and executive order(s):

- Idaho Code 46-601 and 46-1008
- Governor's Executive Order 2019-15

References used to develop this COOP Plan include:

- Continuity of Operations (COOP) Plan Template, Federal Emergency Management Agency, February 2014
- Continuity of Operations (COOP) Plan Template Instructions, Federal Emergency Management Agency, February 2014
- Continuity Guidance Circular (CGC), Federal Emergency Management Agency, February 2018
- The State of Idaho Continuity of Operations Planning Manual, April 2017
- The State of Idaho Continuity of Operations (COOP) Template, April 2017
- Agency-specific plans, policies, and procedures (as appropriate)

Other references that have supported the development of this COOP Plan include the following:

- Homeland Security Presidential Directive (HSPD) 20, National Security Presidential Directive (NSPD) 51: National Continuity Policy
- 2018 State of Idaho Hazard Mitigation Plan
- 2021 State of Idaho Emergency Operations Plan

Though not required, this COOP Plan addresses elements identified in the Federal Emergency Management Agency's Federal Continuity Directive (FCD). Updated FCDs and other related FEMA documents can be found at <https://www.fema.gov/emergency-managers/national-preparedness/continuity/toolkit>.

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Appendix B: Mission Essential Personnel

Based on the MEFs, decisions can be made regarding the staff required to perform these functions during a disruption event. Table 10 includes contact information for all pre-identified mission essential personnel. Each team member should be fully equipped and trained to perform MEFs and activities.

Instructions for Completing Table 10 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
Column 1-Title/Position	When the COOP plan is activated, it will be very important to contact those personnel who have a key role in standing up the agency's MEFs. The personnel are known as Mission Essential Personnel. List their title/position in the first column.
	Action: List the title/position of Mission Essential Personnel.
Column 2-Team Member	List the Mission Essential Personnel by name in column 2.
	Action: List Mission Essential Personnel by name.
Column 3-MEF Role	During a COOP activation, it will be important for senior leadership to understand who is doing what. It is also important for mission essential personnel to understand their role(s) and the roles of other mission essential personnel.
	Action: List the role(s) of each mission essential personnel.
Column 4-Work Phone	Work phones can be used to notify Mission Essential Personnel of a COOP activation.
	Action: List the work phone number for each mission essential personnel.
Column 5-Cell Phone	If the COOP plan is activated after working hours, nights, weekends or holidays, a cell phone will be the best way to communicate with mission essential personnel.
	Action: List cell phone numbers, work and personal, if appropriate, for each Mission Essential Personnel.
Column 6-Home/Other	Having multiple ways to contact Mission Essential Personnel adds additional redundancy to the COOP plan. Include as many contact numbers as possible for each Mission Essential Personnel.

Instructions for Completing Table 10 – TO BE DELETED AFTER COMPLETION	
Column	Instructions
	Action: Document as many email addresses (work, personal, company website URL, etc.) as possible for each vendor. Ensure that personnel are comfortable with any non-work numbers being included in this appendix.

Table 10: Mission Essential Personnel

Title/Position	Team Member	MEF Roles	Work Phone	Cell Phone	Home/Other

Appendix C: Roles and Responsibilities

Throughout the four COOP phases, multiple positions are necessary to ensure the success of the (Agency's Name)'s approach to COOP. The primary positions and associated responsibilities are defined in Table 11. Table 12 to Table 17 are checklists of specific tasks for each primary position to accomplish these responsibilities. These positions apply to all four phases of COOP.

Individuals should not be assigned to both Continuity and Reconstitution Teams, as both require significant time and effort, and responsibilities overlap.

Table 11: Positions and Responsibilities

Positions	Responsibilities
Director	Provides overall leadership, including decision-making guidance and approval where necessary.
COOP Coordinator	Provides management of decisions related to activating COOP Plan, coordinates actions related to COOP, and serves as departmental COOP subject matter expert. The Plans Section Chief will appoint the COOP Coordinator.
Information Technology Representative(s)	Ensures essential records are maintained and alternate facilities have the needed IT support. The Chief Technology Officer from Idaho Military Division IT will serve in this position for COOP.
(Agency Name) COOP Management Team	The (Position To Be Identified) serves as the (Agency Name) COOP Management Team lead and supports the performance of MEFs during a COOP activation, including identifying support staff for this role.
Reconstitution Team	Initiates and coordinates operations to restore, recover, or replace the primary operating facility or alternate operating facility if the primary facility is untenable. Personnel to support this position will be assigned in a COOP activation, but it will likely be an extension of (Agency Name) COOP Management Team responsibilities.
Facility Manager	Provides overall support for facility management related to the incident and/or typical operations, including decision-making guidance and approval where necessary. The (Position To Be Identified) will serve as the liaison to address or assign this position for COOP.

Checklists

Table 12: Director Checklist

	Phase	Tasks
<input type="checkbox"/>	Readiness and Preparedness	Approval of COOP Plan.
<input type="checkbox"/>	Readiness and Preparedness	Identification of COOP Coordinator and key positions to support.
<input type="checkbox"/>	Readiness and Preparedness	Oversight of regular meetings and training/exercise opportunities.
<input type="checkbox"/>	Activation and Relocation	Leads decision-making for COOP actions as needed.
<input type="checkbox"/>	Continuity of Operations	Oversees outreach efforts with state and federal authorities.
<input type="checkbox"/>	Reconstitution Operations	Approves After-Action Report (AAR) and refines COOP Plan, as necessary.

Table 13: COOP Coordinator Checklist

	Phase	Tasks
<input type="checkbox"/>	Readiness and Preparedness	Designates staff members to appropriate COOP team.
<input type="checkbox"/>	Readiness and Preparedness	Direct COOP orientation.
<input type="checkbox"/>	Readiness and Preparedness	Identifies MEFs and records and systems required for support.
<input type="checkbox"/>	Readiness and Preparedness	Assigns preparedness, activation, and COOP tasks to (Agency Name) COOP Management Team.
<input type="checkbox"/>	Readiness and Preparedness	Participates in Quarterly Continuity Meetings.
<input type="checkbox"/>	Readiness and Preparedness	Leads COOP training and exercises.
<input type="checkbox"/>	Readiness and Preparedness	Develops, maintains, and reviews (Agency Name) COOP Plan biannually, submitting updated plan to Director.
<input type="checkbox"/>	Activation and Relocation	Activates the (Agency Name) COOP Management Team to establish alternate facility operations based on approach.
<input type="checkbox"/>	Continuity of Operations	Ensures essential functions are continued, enacting orders of succession if a staff member is incapable of filling duties.
<input type="checkbox"/>	Continuity of Operations	Prepares and disseminates instructions and updates as needed.

	Phase	Tasks
<input type="checkbox"/>	Continuity of Operations	Assesses COOP effectiveness to address MEFs and adjusts the response accordingly.
<input type="checkbox"/>	Continuity of Operations	Ensures reporting requirements are met.
<input type="checkbox"/>	Reconstitution Operations	Supports the Reconstitution Team to ensure effective transfer of MEFs to primary location and processes, as necessary.
<input type="checkbox"/>	Reconstitution Operations	Supports AAR development and refinement of COOP Plan, as necessary.

Table 14: Information Technology Representative Checklist

	Phase	Tasks
<input type="checkbox"/>	Readiness and Preparedness	Participates in COOP training and exercises to validate RTOs in (Agency Name) COOP Plan.
<input type="checkbox"/>	Activation and Relocation	Provides technical support to ensure identified work sites are active and able to support technological needs.
<input type="checkbox"/>	Continuity of Operations	Continually assesses technical limits to address MEFs and adjusts the response accordingly.
<input type="checkbox"/>	Continuity of Operations	Coordinates with COOP Coordinator on technical requirements to support COOP decisions.
<input type="checkbox"/>	Reconstitution Operations	Supports the Reconstitution Team to ensure effective transfer of MEFs to primary location and processes, as necessary.

Table 15: (Agency Name) COOP Management Team Checklist

	Phase	Tasks
<input type="checkbox"/>	Readiness and Preparedness	Attends COOP trainings.
<input type="checkbox"/>	Readiness and Preparedness	Reviews COOP Plan.
<input type="checkbox"/>	Readiness and Preparedness	Participates in all exercises with key Team personnel.
<input type="checkbox"/>	Activation and Relocation	Supports conduct of MEFs based on approach as identified in COOP Concept of Operations.
<input type="checkbox"/>	Continuity of Operations	Continues to support MEFs and modifies approaches, as necessary.
<input type="checkbox"/>	Reconstitution Operations	Transitions to the Reconstitution Team, as necessary.

Table 16: Reconstitution Team Checklist

	Phase	Tasks
<input type="checkbox"/>	Readiness and Preparedness	Attends COOP trainings.
<input type="checkbox"/>	Readiness and Preparedness	Reviews COOP annex and Reconstitution Operations of COOP Plan.
<input type="checkbox"/>	Reconstitution Operations	Communicates between senior leadership and building managers or repair crews.
<input type="checkbox"/>	Reconstitution Operations	Recovers resources from damaged facility (if safe to do so).
<input type="checkbox"/>	Reconstitution Operations	Determines status of the primary operating facility affected by the event and coordinates repairs as necessary, including time required for recovery of primary facility, and/or secures new facility.
<input type="checkbox"/>	Reconstitution Operations	Searches for a new permanent or semi-permanent facility, if needed.
<input type="checkbox"/>	Reconstitution Operations	Procures resources, setup/installation, and testing of the permanent facility for operability.
<input type="checkbox"/>	Reconstitution Operations	Assists in creating return-to-work schedule to recover operations in the order of greatest need.

Table 17: Facility Manager Checklist

	Phase	Tasks
<input type="checkbox"/>	Readiness and Preparedness	Attends COOP trainings.
<input type="checkbox"/>	Readiness and Preparedness	Reviews COOP annex and Reconstitution Operations of COOP Plan.
<input type="checkbox"/>	Readiness and Preparedness	Conduct regular assessment of primary and continuity facilities.
<input type="checkbox"/>	Activation and Relocation	Reports on status of primary and continuity facilities to COOP Coordinator and (Agency Name) COOP Management Team.
<input type="checkbox"/>	Continuity of Operations	Supports capabilities to conduct MEFs and modifies approaches, as necessary.
<input type="checkbox"/>	Reconstitution Operations	Assesses impact to facilities and communicates status to Reconstitution Team.

Appendix D: COOP/COG Guidance from the Emergency Operations Plan

Please Review – TO BE DELETED AFTER COMPLETION	
Instructions	
This optional section provides an overview of integration of agency level COOP planning into the general statewide framework for COOP and COG planning.	
Action: Review this suggested language and determine if it is applicable to your agency and adjust or delete according to specific needs.	

It is the policy of the State of Idaho to maintain a comprehensive and effective Continuity of Operations (COOP) program and an effective state-level Continuity of Government (COG) capability to maintain constitutional government, reinforce organizational stability and control, and enable the continuance of essential governmental functions under any and all conditions. Taken in aggregate, the ability of individual state agencies, jurisdictions, and other branches of government to conduct COOP directly contributes to COG. In support of this policy, the state executive branch's COOP program comprises efforts in individual state agencies to ensure that respective essential functions continue during a wide range of natural or human-caused emergencies and disasters, including localized incidents.

In support of COG, the Emergency Relocation Act (Idaho Code §67-102 to 106) authorizes the Governor to declare an emergency temporary location for the seat of government, which remains the seat of government until the legislature establishes a new location or the emergency ends. The governing body of each political subdivision may establish an emergency, temporary location of the government. In the event of an attack, the Governor shall call the legislature into session as soon as practicable within 90 days following the inception of the attack. Under Idaho Code §67-422, governing limitations on session length and subjects that may be acted upon are suspended.

State Government Line of Succession

Idaho Code §59-1402, the Emergency Interim Executive and Judicial Succession Act, provides for officers to exercise the powers and duties of the Governor and provides for emergency interim succession to governmental offices and political subdivisions. In accordance with the Idaho Constitution Art. III §27, in cases of disaster emergency or enemy attack, the legislature will provide for succession to the powers and duties of public offices and adopt measures to ensure the continuity of governmental operations.

Local Government Line of Succession

In accordance with Idaho Code §59-1406, Enabling Authority for Emergency Interim Successors for Local Offices, the legislative bodies of counties, cities, towns, villages, and townships may enact resolutions or ordinances to define how vacancies will be filled or temporary appointments to office may be made regarding emergency interim successors to offices. These resolutions and ordinances must be consistent with the provisions of the act. As a good business practice, it is recommended that local governments develop COOP Plans that designate primary and alternate emergency successors for key supervisory positions and associated mission essential functions. This supports the continuance of leadership, authority, and responsibilities of departments during an event that could disrupt the delivery of mission essential functions and associated services.

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Appendix E: (Agency Name) Preparedness Cycle Requirements

State agencies are continually updating plans, policies, and procedures to support and prepare for the agency and key functions. Because of planned review cycle, renewal, and update of these documents, the occurrence of continuity events during these planned cycles may establish the need to prioritize the process to develop or renew these plans. Depending on the dynamics of the continuity event, there may be a need to request the extension of deadlines if the event limits the abilities of responsible sections to complete necessary tasks.

Table 18 identifies the regular preparedness cycle requirements for (Agency Name).

Instructions for Completing Table 18 – TO BE DELETED AFTER COMPLETION. This appendix might not apply to all agencies, but it should be considered during regular reviews and updates of the plan.	
Column	Instructions
Column 1-Plan/Policy	This column identifies the regular development of plan/policy/briefing/report or other key documentation developed to support agency MEFs.
	Action: Provide a summary of the type of plan/policy/briefing/report that is developed on a regular schedule.
Column 2-Frequency of Renewal/Update	This column identifies the frequency with which the plan/policy/briefing/report identified in the first column is issued/completed.
	Action: Identify the frequency of renewal/update of the plan/policy/briefing/report (examples include "annual," "quarterly," "biannual," etc.).
Column 3-Month of Renewal/Update	This column identifies the approximate month where regular updates/renewal of the identified action takes place.
	Action: Identify the regularly occurring month (or months in the case of quarterly, biannual, or other multiple time of year actions) that the task should be completed.
Column 4-Next/Recent Update	This row identifies the next projected date for renewal or update of the action. This is most helpful for tasks that are completed either annually or every few years.

Instructions for Completing Table 18 – TO BE DELETED AFTER COMPLETION. This appendix might not apply to all agencies, but it should be considered during regular reviews and updates of the plan.	
Column	Instructions
	Action: Identify approximate month of next expected update of the action item.
Column 5-Responsible Section/Position	This column identifies the position that is responsible for ensuring this task is completed in a timely manner.
	Action: Identify in the position (including section information if helpful) of the key position that supports the administration of this task.

Table 18: Preparedness Cycle

Plan/Policy	Frequency of Renewal/Update	Month of Renewal/Update	Next/Recent Update	Responsible Section/Position

Appendix F: Information Technology Supporting Information

Please Review – TO BE DELETED AFTER COMPLETION
Instructions
This optional section will include a summary of any technological elements or internal inventories for systems that are required to maintain agency functions.
Action: Incorporate any existing inventory or summary of agency information technology capabilities or support into this appendix. Identify systems, networks, hardware, software, and communications needs to support MEFs as identified in this document. This information can be built into table, narrative, or bullet form based on what is most applicable to the agency or capabilities.

Appendix G: Glossary

Activation: This term refers to the implementation of Continuity of Operations (COOP) capabilities, procedures, activities, and plans in response to disruption events.

After-Action Report (AAR): An AAR is a narrative report that presents issues found during an incident and recommendations on how those issues can be resolved.

Continuity Facility: A continuity facility is an alternate operating location to be used for business functions when primary facilities are inaccessible. It can be another location, computer center, or work area designated for recovery; a location other than the main facility that can be used to conduct business functions; or a location other than the normal facility that is used to process data and/or conduct critical business functions in the event of a disaster.

Backup (Data): This term refers to the process by which data—electronic or paper-based—is copied in some form to be available and used if the original data from which it originated is lost, destroyed, or corrupted.

Backup Generator: A backup generator is an independent source of power fueled usually by diesel or natural gas.

Business Continuity: This term refers to the ability of a public-serving agency or entity to ensure continuity of service and support for its constituents and to maintain its viability before, after, and during an event.

Business Continuity Planning: This term refers to the process of developing advance arrangements and procedures that enable a department to respond to an event in such a manner that critical business functions continue with planned levels of interruption or essential change.

Call Tree: A call tree is a document that graphically depicts the calling responsibilities and the calling order used to contact management, employees, customers, vendors, and other key contacts in the event of an emergency, disaster, or severe outage situation.

Cold Site: This term refers to an alternate facility that already has in place the environmental infrastructure required to recover critical business functions or information systems but does not have any pre-installed computer hardware, telecommunications equipment, communication lines, etc. These must be provided at the time of disaster. See *Hot Site*; *Warm Site*.

Communications Trailer (Comms Trailer): A comms trailer is a readily transportable trailer containing a variety of communications equipment designed to either enhance communications capability at the continuity facility or deploy with the Idaho Office of Emergency Management (IOEM) Leadership Support Organization, if directed.

Contingency Plan: A contingency plan is a plan used by a public-serving agency or entity or a business unit to respond to a specific systems failure or disruption of operations. A contingency plan may use any number of resources, including workaround procedures, an alternate work area, a reciprocal agreement, or replacement resources.

Continuity of Government (COG): This term applies to measures taken by a state or local government to continue to perform the required functions during and after a severe emergency. COG is a coordinated effort in each branch of the government to continue its minimum critical responsibilities in a catastrophic emergency.

Continuity of Operations (COOP) Plan: A COOP Plan provides guidance on system restoration for emergencies, disasters, and mobilization and for maintaining a state of readiness to provide the necessary level of information-processing support commensurate with mission requirements and/or priorities identified by the respective functional proponent. The federal government and its supporting agencies traditionally use this term to describe activities otherwise known as *disaster recovery, business continuity, business resumption, or contingency planning.*

Crisis: A crisis is a critical event that, if not handled in an appropriate manner, may dramatically affect an agency's or entity's ability to operate or the agency's reputation; or an occurrence and/or perception that threatens operations, staff, stakeholders, brand, reputation, trust, and/or strategic goals of a public-facing agency or entity or a business.

Critical Infrastructure: This term refers to systems whose incapacity or destruction would have a debilitating impact on the economic security of an organization, community, nation, etc.

Critical Records: This term refers to records or documents that, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or recreation at considerable expense.

Data Backups: This term refers to making a copy of a system, application, program, and/or production files to media that can be stored onsite and/or offsite. Data backups can be used to restore corrupted or lost data or to recover entire systems and databases in the event of a disaster. Data backups should be considered confidential and should be kept secure from physical damage and theft.

Data Backup Strategies: These are actions and backup processes determined by a department to be necessary to meet its data-recovery and -restoration objectives. Data backup strategies will determine timeframes, technologies, media, and offsite storage of the backups and will ensure that the recovery point and time objectives can be met.

Data Recovery: This term refers to restoration of computer files from backed-up media to restore programs and production data to the state that existed at the time of the last safe backup.

Database Replication: This term refers to the partial or full duplication of data from a source database to one or more destination databases. Replication may use any number of methodologies, including mirroring or shadowing, and may be performed synchronous, asynchronous, or point-in-time, depending on the technologies used, recovery point requirements, distance, and connectivity to the source database, etc. Replication can, if performed remotely, function as a backup for disasters and other major outages. Cloud-based replication is often used for data.

Declaration: A declaration is a formal announcement by preauthorized personnel that a disaster or severe outage is predicted or has occurred and that triggers prearranged mitigating actions (e.g., a move to an alternate site).

Delegations of Authority: This term refers to an official mandate calling on an individual holding a specific position to assume responsibilities and authorities not normally associated with that position when specified conditions are met.

Dependency: This term refers to the reliance—direct or indirect—of one activity or process upon another.

Devolution: This term refers to delegation of authority or duties to a subordinate or substitute in the event of total dismantlement of organization and loss of personnel.

Disaster: A disaster is a sudden, unplanned, calamitous event causing great damage or loss, as defined or determined by a risk assessment and business impact analysis. It is any event that creates an inability on an agency's part to provide critical functions for a predetermined period. In the business environment, a disaster is any event that creates an inability to provide critical business functions for a predetermined period. The term also refers to the period when a company's management decides to divert from normal production responses and exercises to its disaster recovery plan, typically signified by the beginning of a move from a primary to an alternate location.

Disaster Recovery Plan: This type of plan is a management-approved document that typically defines the resources, actions, tasks, and data required to manage the recovery effort—usually referring to the technology recovery effort.

Disaster Recovery Planning: This term refers to continuity planning related to information technology and networking. It refers to advance planning and preparation necessary to minimize loss and ensure continuity of critical functions in the event of disaster.

Disruption Event: This term refers to any event—whether human-caused or natural—that disrupts the ability of an organization to conduct its essential functions.

Emergency: An emergency is an unexpected or impending situation that may cause injury, loss of life, or destruction of property, or that may cause the interference, loss, or disruption of normal operations to such an extent that it poses a threat.

Event: An event is any occurrence that may lead to a continuity incident.

Executive/Management Succession: This refers to a predetermined plan for ensuring continuity of authority, decision-making, and communication in the event that key members of senior management suddenly become incapacitated or in the event that a crisis occurs while key members of senior management are unavailable.

Exercise: An exercise is a people-focused activity designed to execute continuity plans and evaluate the performance of individuals and/or the department against approved standards or objectives. Exercises can be announced or unannounced and are performed for the purpose of training and conditioning team members and validating the continuity plan. Exercise results identify plan gaps and limitations and are used to improve and revise business continuity plans.

Types of exercises include tabletop exercises, simulation exercises, functional exercises, operational exercises, mock disasters, desktop exercises, and full-scale exercises.

Hot Site: This term refers to an alternate continuity facility that already has in place the computer, telecommunication, and environmental infrastructure required to recover mission essential functions (MEFs) immediately upon COOP activation. See *Cold Site*; *Warm Site*.

Incident: An incident is an event that is not part of a standard operating business, may impact or interrupt services, and, in some cases, may lead to disaster.

Incident Action Plan (IAP): An IAP is an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for managing the incident during one or more operational periods.

Incident Command System (ICS): ICS is a standardized on-scene, all-hazard incident management concept. ICS is based on a flexible, scalable response organization that provides a common framework within which people can work together effectively. These people may be drawn from multiple agencies that do not routinely work together, and ICS is designed to give standard response and operation procedures to reduce problems and the potential for miscommunication on such incidents.

Interoperable Communications: Interoperable communications are alternate communications that provide the capability to perform minimum essential functions in conjunction with other agencies until normal operations can be resumed.

Logistics Section: The Logistics Section is responsible for providing facilities, services, and material support for an incident.

Manual Procedures: Manual procedures are an alternative method of working following the loss of IT systems. As working practices rely more and more on computerized activities, the ability of a department to fall back to manual alternatives decreases.

Mitigation: This term refers to any sustained action taken to reduce or eliminate the long-term risk to life and property from a hazard event.

National Incident Management System (NIMS): NIMS is a system mandated by Homeland Security Presidential Directive #5 (HSPD-5) that provides for a consistent national approach for federal, state, tribal, and local governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause size or complexity.

Offsite Storage: This term refers to any place physically located a significant distance away from the primary site where duplicated equipment and vital records (hard or electronic copies) may be stored for use during recovery.

Orders of Succession: This term refers to provisions for the assumption of senior department and jurisdictional offices and other positions held by critical COOP personnel when the original holder of those responsibilities and/or authorities is unable or unavailable to execute his or her duties.

Plan Maintenance: This term refers to the management process of keeping continuity management plans current and effective. Maintenance procedures are part of the process of reviewing and updating this COOP Plan on a defined schedule.

Plans Section: The Plans Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident and for the preparation and documentation of the Incident Action Plan. The Plans Section also maintains information on the current and forecasted situation and on the status of resources assigned to an incident.

Primary Facility: This term refers to the site of normal day-to-day operations, i.e., the location where the employee usually goes to work.

Recovery: This term refers to the implementation of prioritized actions required to return processes and support functions to operational stability following an interruption or disaster.

Recovery Time Objective (RTO): This term refers to the period of time within which systems, applications, or functions must be recovered after an outage (e.g., 1 business day). RTOs are often used as the basis for the development of recovery strategies and as a determinant for implementing recovery strategies during a disaster situation.

Resilience: This term refers to the ability of a department to absorb the impact of an interruption while continuing to provide a minimum acceptable level of service.

Response: Response is the reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required. In addition to addressing matters of life safety and evacuation, response also addresses policies, procedures, and actions to be followed in the event of an emergency.

Restoration: This term refers to the process of planning for and/or implementing procedures for the repair of hardware, relocation of the primary site and its contents, and returning to normal operations at the permanent operational location.

Reconstitution: This term refers to the process of planning for and/or implementing the restarting of defined processes and operations following a disaster. This process commonly addresses the most critical functions within RTO-specified timeframes.

Risk: Risk is the potential for exposure to loss. Risks, either human-caused or natural, are constant. Risk potential is usually measured by its probability in years.

Single Point of Failure (SPOF): This term refers to a unique pathway or source of a service, activity, and/or process. Typically, there is no alternative, and a loss of that element could lead to the failure of a critical function.

Situation Report (SITREP): This is a written, formatted report that provides a picture of response activities during a designated reporting period.

Supply Chain: This term refers to all suppliers, manufacturing facilities, distribution centers, warehouses, customers, raw materials, work-in-process inventory, finished goods, and all related information and resources involved in meeting customer and departmental requirements.

Tabletop Exercise: A tabletop exercise is one method of exercising teams in which participants review and discuss the actions they would take per their plans, but in which they do not perform any of these actions. The exercise can be conducted with a single team or multiple teams, typically under the guidance of exercise facilitators.

Test: This term refers to a pass/fail evaluation of infrastructure (e.g., computers, cabling, devices, hardware) and/or physical plant infrastructure (e.g., building systems, generators, utilities) to demonstrate the anticipated operation of the components and system. Tests are often performed as part of normal operations and maintenance. Tests are often included in exercises.

Threat: A threat is a combination of risk, the consequence of that risk, and the likelihood that a negative event will take place. Examples include natural, human-caused, technological, and political disasters.

Uninterruptible Power Supply (UPS): This term refers to a backup supply that provides continuous power to critical equipment in the event that commercial power is lost.

Vital Record: This term refers to a record that must be preserved and available for retrieval, if needed.

Vital Equipment and Systems: These are equipment and systems needed to support essential functions during a COOP event.

Warm Site: This term refers to an alternate processing site that is equipped with hardware, communications interfaces, power, and environmental conditioning capable of providing backup after additional provisioning, customization, or data restoration. See *Cold Site*; *Hot Site*.

Workaround Procedures: These are interim procedures that may be used by a business unit to enable it to continue to perform its critical functions during the temporary unavailability of specific application systems, electronic or hard-copy data, voice or data communication systems, specialized equipment, office facilities, personnel, or external services.