

## **Continuity Resources**

Continuity Resource Toolkit

<https://www.fema.gov/continuity-resource-toolkit>

Continuity of Operations - What you need to know (18:21)

<https://www.fema.gov/media-library/assets/videos/94388>

"Stepping into their Shoes" - Gaining Senior Leadership Buy-In for Continuity (22:48)

<https://www.fema.gov/media-library/assets/videos/94386>

FEMA Independent Study Courses

<https://training.fema.gov/is/courseoverview.aspx?code=IS-522>

HSEEP:

<https://www.fema.gov/hseep>

## **COOP Acronyms**

<b>AAR</b>	After-Action Report
<b>BIA</b>	Business Impact Analysis
<b>BPA</b>	Business Process Analysis
<b>CAG</b>	Continuity Advisory Group
<b>COG</b>	Continuity of Government
<b>COGCON</b>	Continuity of Government Readiness Conditions
<b>COOP</b>	Continuity of Operations
<b>CWG</b>	Continuity Working Group
<b>DERG</b>	Devolution Emergency Relocation Group
<b>ECG</b>	Enduring Constitutional Government
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EMPG</b>	Emergency Management Performance Grant
<b>EOP</b>	Emergency Operations Plan
<b>ERG</b>	Emergency Relocation Group
<b>ESA</b>	Essential Supporting Activity
<b>FCD</b>	Federal Continuity Directive
<b>FEMA</b>	Federal Emergency Management Agency
<b>FNARS</b>	FEMA National Radio System
<b>GETS</b>	Government Emergency Telecommunications Service
<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>HSGP</b>	Homeland Security Grant Program
<b>ICWG</b>	Interagency Continuity Working Group
<b>IT</b>	Information Technology
<b>IT/DR</b>	Information Technology/Disaster Recovery
<b>MEF</b>	Mission Essential Function

<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>MYSMP</b>	Multi-Year Strategy and Program Management Plan
<b>NCC</b>	National Continuity Coordinator
<b>NCP</b>	National Continuity Programs
<b>NEF</b>	National Essential Function
<b>NGO</b>	Non-Governmental Organization
<b>NIMS</b>	National Incident Management System
<b>PMEF</b>	Primary Mission Essential Function
<b>POETE</b>	Planning, Organization, Equipment, Training, and Exercise
<b>PPD</b>	Presidential Policy Directive
<b>PSTN</b>	Public Switched Telephone Network
<b>SLTT</b>	State, local, territorial, and tribal
<b>THIRA</b>	Threat and Hazard Identification and Risk Assessment
<b>TSP</b>	Telecommunications Service Priority
<b>TT&amp;E</b>	Test, Training, and Exercise
<b>WPS</b>	Wireless Priority Service

### **Key Terms**

**Activation** – The implementation of a continuity plan, in whole or in part.

**All-Hazards** – A classification encompassing all conditions, environmental or human-caused, that have the potential to cause injury, illness, or death; damage to or loss of equipment, infrastructure services, or property; or alternatively causing functional degradation to social, economic or environmental aspects. These include accidents, technological events, natural disasters, space weather, domestic and foreign-sponsored terrorist attacks, acts of war, weapons of mass destruction and chemical, biological (including pandemic), radiological, nuclear or explosive events.

**Alternate Locations** – Fixed, mobile or transportable locations, other than the primary operating facility, where leadership and continuity personnel relocate in order to perform essential functions following activation of the continuity plan.

**Business Impact Analysis (BIA)** – A method of identifying the consequences 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, interdependencies and alternate locations inherent in the execution of a function or requirement.

**Cold Site** – A facility that is neither staffed nor operational on a daily basis. Telecommunications, IT equipment, and infrastructure is typically present at the location, however teams of specialized personnel must be deployed to activate the systems before the site can become operational. Basic infrastructure and environmental controls are present (e.g., electrical and heating, ventilation and air conditioning systems), yet systems are not continuously active.

**Continuity** – The ability to provide uninterrupted services and support, while maintaining organizational viability, before, during, and after an incident that disrupts typical operations.

**Continuity Advisory Group (CAG)** – A sub-continuity policy coordination committee focused on interagency implementation of continuity programs. The CAG is comprised of Continuity Coordinators, or their designees, from Category I, II, III and IV organizations. Key state and local government representatives from the National Capital Region, and representatives from the legislative and judicial branches are invited to participate in meetings, as appropriate.

**Continuity Capability** – The ability of an organization to continue to perform its essential functions, using COOP and COG programs and continuity requirements that have been integrated into the organization's daily operations. The primary goal is preserving of our form of government under the U.S. Constitution and the continued performance of NEFs and organizational essential functions under all conditions.

**Continuity Coordinator** – The senior accountable official, designated by leadership or elected officials, who is responsible for oversight of the continuity program. Continuity coordinators are supported by a continuity manager and other continuity planners within subcomponent levels throughout the organization or government.

**Continuity of Government (COG)** – A coordinated effort within the executive, legislative, or judicial branches to ensure that essential functions continue to be performed before, during and after an emergency or threat. Continuity of government is intended to preserve the statutory and constitutional authority of elected officials at all levels of government across the United States.

**Continuity of Government Readiness Conditions (COGCON)** – The COGCON system establishes executive continuity program readiness levels, focusing on emergencies in or credible threats to the National Capital Region, or affecting the performance of NEFs.

**Continuity Manager** – The senior continuity planner responsible for coordinating overall continuity activities within the organization or jurisdiction. This individual managing day-to-day continuity programs, coordinating continuity planners within the organization, representing his/her organization's program externally, as appropriate, and reporting to the continuity coordinator on continuity program activities.

**Continuity of Operations (COOP)** – An effort within individual organizations to ensure that essential functions continue to be performed during disruption of typical operations.

**Continuity Personnel** – Continuity personnel, often called the Emergency Relocation Group, are those individuals identified and assigned to perform essential functions and deliver critical services in the event of a continuity plan activation.

**Continuity Plan** – A documented plan that details how an individual organization will ensure it can continue to perform its essential functions during a wide range of incidents that impact normal operations.

**Continuity Planner** – The continuity planner responsible for developing and maintaining an organization or subcomponent continuity plan and integrating and coordinating the continuity plan with broader organizational or governmental guidance, requirements and initiatives.

**Continuity Program Management Cycle** – An ongoing, cyclical model of planning, training, evaluating and implementing corrective actions for continuity capabilities.

**Corrective Action Program (CAP)** – An organized method of documenting and tracking improvement actions for an organization’s continuity program.

**Devolution** – The transfer of statutory authority and responsibility from an organizations primary operating staff and facilities to other staff and alternate locations to sustain essential functions when necessary.

**Devolution Emergency Relocation Group** – Personnel stationed at a geographically dispersed location, other than the primary location, who are identified to continue performance of essential functions.

**Emergency Operating Records** – Those types of vital records essential to the continued functioning or reconstitution of an organization during and after an emergency. They include emergency plans and directive(s), orders of succession, delegations of authority, staffing assignments, and selected program records needed to continue the most critical agency operations, as well as related policy or procedural records that assist agency staff in conducting operations under emergency conditions and for resuming normal operations after an emergency.

**Emergency Relocation Group (ERG)** – Staff assigned to continue performance of essential functions at an alternate location in the event that their primary operating facility or facilities are impacted or incapacitated by an incident.

**Enduring Constitutional Government (ECG)** – A cooperative effort among the executive, legislative, and judicial branches of the Federal Government, coordinated by the President, as a matter of comity to the legislative and judicial branches and the constitutional separation of powers among the branches, to preserve the constitutional framework under which the Nation is governed. ECG includes the capability of all three branches of government to execute constitutional responsibilities and provide for orderly succession, appropriate transition of leadership, and interoperability and support of the NEFs during a catastrophic emergency.

**Essential Functions** – A subset of government functions that are determined to be critical activities. These essential functions are then used to identify supporting tasks and resources that must be included in the organization’s continuity planning process. In this FCD, the term “essential functions” refers to those functions an organization must continue in a continuity situation, whether the functions are MEFs, PMEFS or ESAs.

**Essential Records** – Information systems and applications, electronic and hardcopy documents, references, and records needed to support essential functions during a continuity event. The two basic categories of essential records are emergency operating records and rights and interest records. Emergency operating records are essential to the continued functioning or reconstitution of an organization. Rights and interest records are critical to carrying out an organization’s essential legal and financial functions and vital to the protection of the legal and financial rights of individuals who are

directly affected by that organization's activities. The term "vital records" refers to a specific sub-set of essential records relating to birth, death and marriage documents.

**Essential Records Packet** – An electronic or hardcopy compilation of key information, instructions and supporting documentation needed to access essential records in an emergency situation.

**Essential Supporting Activities (ESAs)** – Critical functions that an organization must continue during a continuity activation, but that do not meet the threshold for MEFs or PMEFS.

**Executive Branch Department and Agencies (D/As)** – The Executive Branch departments and agencies enumerated in 5 U.S.C 101, independent establishments as defined by 5 U.S.C. 104(1), government corporations as defined by 5 U.S.C 103(1), Intelligence agencies as defined by 50 U.S.C. 3003, and the United States Postal Service. These D/As are referred to as "organizations" throughout this FCD.

**Federal Continuity Directive (FCD)** – A document developed and promulgated by DHS/FEMA, in coordination with the Continuity Advisory Group and in consultation with the Continuity Policy Coordination Committee, which directs Executive Branch organizations to carry out identified continuity planning requirements and assessment criteria.

**Homeland Security Exercise and Evaluation Program (HSEEP)** – A program that provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design, development, conduct, evaluation, and improvement planning.

**Hot Site** – Hot sites are locations that operate 24 hours a day with fully operational equipment and capacity to immediately assume operations upon loss of the primary facility. A hot continuity facility requires on-site telecommunications, information, infrastructure, equipment, back-up data repositories and personnel required to sustain essential functions.

**Interagency Agreement (IAA)** – A written agreement entered into between two Federal agencies, or major organizational units within an agency, which specifies the goods to be furnished or tasks to be accomplished by one agency (the servicing agency) in support of the other (the requesting agency).

**Memorandum of Agreement/Memorandum of Understanding (MOA/MOU)** – Written agreements between organizations 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 (MEFs)** – The essential functions directly related to accomplishing an organization's mission as set forth in statutory or executive charter. Generally, MEFs are unique to each organization.

**Multi-Year Strategy and Program Management Plan (MYSPMP)** – A plan that guides the development of the organization's continuity program over a set number of years via a process that ensures the maintenance and continued viability of continuity plans.

**National Capital Region (NCR)** – The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (40 U.S.C. § 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudoun and Prince William Counties of Virginia; and all cities now or hereafter existing in Maryland or Virginia within the geographic

area bounded by the outer boundaries of the combined area of said counties. The NCR includes the District of Columbia and 11 local jurisdictions in the State of Maryland and the Commonwealth of Virginia.

**National Continuity Coordinator (NCC)** – The Assistant to the President for Homeland Security and Counterterrorism (APHS/CT). The NCC is responsible for coordinating, without exercising directive authority, the development and implementation of continuity policy for Executive Branch organizations.

**National Continuity Policy** – It is the policy of the United States to maintain a comprehensive and effective continuity capability, composed of COOP and COG programs, in order to ensure the preservation of our form of government under the Constitution and the continuing performance of NEFs under all conditions (PPD-40, National Continuity Policy).

**National Essential Functions (NEFs)** – Select functions necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through COOP, COG and ECG capabilities.

**National Incident Management System (NIMS)** – A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location or complexity, in order to reduce the loss of life or property and harm to the environment.

**Nongovernmental Organization (NGO)** – An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during and after an emergency.

**Occupant Emergency Plan (OEP)** – A short-term emergency response plan which establishes procedures for evacuating buildings or sheltering-in-place to safeguard lives and property. Organizations may refer to this plan as the Emergency Plan or Building Closure Plan. Common scenarios that would lead to the activation of these plans include inclement weather, fire, localized power outages and localized communications outages. These types of events are generally short-term in nature.

**Preparedness** – Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to and recover from threats and hazards.

**Prevention** – The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework, the term “prevention” refers to preventing imminent threats.

**Primary Mission Essential Functions (PMEFs)** – Those MEFs that must be continuously performed to support or implement the uninterrupted performance of NEFs.

**Primary Operating Facility** – The facility where an organization’s leadership and staff operate on a day-to-day basis.

**Private Sector** – Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

**Protection** – The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

**Reconstitution** – The process by which surviving and/or replacement organization personnel resume normal operations.

**Recovery** – The implementation of prioritized actions required to return an organization’s processes and support functions to operational stability following a change in normal operations.

**Redundancy** – The state of having duplicate capabilities, such as systems, equipment or resources.

**Resilience** – The ability to prepare for and adapt to changing conditions and recover rapidly from operational disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents or naturally occurring threats or incidents.

**Response** – The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

**Risk** – The potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences. With respect to continuity, risk may degrade or hinder the performance of essential functions and affect critical assets associated with continuity operations.

**Risk Analysis** – A systematic examination of the components and characteristics of risk.

**Risk Assessment** – A product or process which collects information and assigns values to risks for the purpose of informing priorities, developing or comparing courses of action and informing decision making.

**Risk Management** – The process of identifying, analyzing, assessing, and communicating risk and accepting, avoiding, transferring or controlling it to an acceptable level considering associated costs and benefits of any actions taken.

**Succession** – A formal, sequential assumption of a position’s authorities and responsibilities, to the extent not otherwise limited by law, by the holder of another specified position as identified in statute, executive order, or other presidential directive, or by relevant D/A policy, order or regulation if there is no applicable executive order, other presidential directive or statute in the event of a vacancy in office or a position holder dies, resigns or is otherwise unable to perform the functions and duties of that pertinent position.

**Telework** – A work flexibility arrangement under which an employee performs the duties and responsibilities of his/her position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work.

**Test, Training, and Exercises (TT&E)** – Activities designed to familiarize, impart skills, and ensure viability of continuity plans. TT&E aids in verifying that an organization’s continuity plan is capable of supporting the continued execution of the organization’s essential functions throughout the duration of a continuity plan activation.

**Threat** – Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment and/or property.

**Tribal** – Referring to any Indian tribe, band, nation or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Warm Site** – Locations that have a minimum acceptable level of infrastructure in-place, and also possess the IT and telecommunications equipment to become operational as soon as possible, but not later than 12 hours after continuity activation. In order to become active, a warm facility requires additional personnel, equipment, supplies, software or customization. Warm sites generally possess the resources necessary to sustain critical mission/business processes but lack the capacity to activate all systems or components.

**Whole Community** – The whole community is an inclusive approach to emergency preparedness and management through the inclusion of individuals and families, including those with access and functional needs; businesses; faith-based and community organizations; non-profit groups; schools and academia; media outlets; and all levels of government, including state, local, tribal, territorial and federal partners.