

SAMPLE

CONTINUITY OF OPERATIONS PLAN (COOP)

Courtesy of the

AMERICAN RED CROSS / MILE HIGH CHAPTER

DRAFT

FOR OFFICIAL USE ONLY

NOTICE: This document contains information pertaining to the deployment, mobilization, and tactical operations of the Denver American Red Cross/Mile High Chapter in response to emergencies.

TABLE OF CONTENTS

SECTION I: INTRODUCTION

- I-1 Purpose
- I-2 Applicability and Scope
- I-3 Supersession
- I-4 Authorities
- I-5 References
- I-6 Policy

SECTION II: CONCEPT OF OPERATIONS (CONOP)

- II-1 Objectives
- II-2 Planning Considerations and Assumptions
- II-3 COOP Execution
- II-4 Time-Phased Implementation
- II-5 Critical Service COOP Staff
- II-6 Alternate Facility
- II-7 Mission-essential Functions
- II-8 Delineation of Mission-essential Functions
- II-9 Warning Conditions
- II-10 Direction and Control
- II-11 Operational Hours
- II-12 Alert and Notification

SECTION III: PROCEDURES

- III-1 Personnel Coordination
- III-2 Vital Records and Databases
- III-3 Pre-Positioned Resources
- III-4 Drive-Away Kits
- III-5 Telecommunications and Information Systems Support
- III-6 Transportation, Lodging, and Food
- III-7 Security and Access Controls
- III-8 Personal and Family Preparedness
- III-9 Site Support Procedures

SECTION IV: PHASE I - ACTIVATION

- IV-1 Alert and Notification Procedures
- IV-2 Initial Actions
- IV-3 Activation Procedures Duty Hours
- IV-4 Activation Procedures for Non-Duty Hours
- IV-5 Deployment and Departure Procedures for Time-Phased Operations
- IV-6 Transition to Alternate Operations
- IV-7 Site Support Responsibilities

SECTION V: PHASE II - ALTERNATE OPERATIONS

- V-1 Execution of Mission-essential Functions
- V-2 Establishment of Communications
- V-3 COOP Support Team (CST) Responsibilities
- V-4 COOP Relocation Team (CRT) Responsibilities
- V-5 Augmentation of Staff
- V-6 Amplification of Guidance to CRT and CST Personnel

V-7 Development of Devolution Plans

V-8 Development of Plans and Schedules for Reconstitution and Termination

SECTION VI: PHASE III - RECONSTITUTION AND TERMINATION

VI-1 Overview

VI-2 Procedures

VI-3 After-Action Review and Remedial Action Plan

SECTION VII: ANNEXES

Annex A: COOP Teams and Responsibilities

Annex B: Alternate Facilities

Annex C: Mission-essential Functions

Annex D: Orders of Succession

Annex E: Delegations of Authority

Annex F: Notification Procedures and List of Key Staff

Annex G: Vital Records

Annex H: Drive Away Kit

Annex I: Alternate Facility Communications

Annex J: Security and Access Control

Annex K: Family Disaster Plan

Annex L: Devolution

Annex M: Test, Training, and Exercise

Annex N: Facility Evacuation

Annex O: Staff Roster

SECTION I: INTRODUCTION

The mission statement as provided by the Denver American Red Cross/Mile High Chapter is as follows:

The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disaster and help people prevent, prepare for and respond to emergencies.

I-1 PURPOSE

This Continuity of Operations Plan (COOP) has been created for the American Red Cross Mile High Chapter. The Continuity of Operations Plan establishes policy and guidance to ensure the execution of the mission-essential functions for the American Red Cross Mile High Chapter in the event that an emergency threatens or incapacitates operations; and the relocation of selected personnel and functions of any essential facilities of the American Red Cross Mile High Chapter are required. Specifically, this COOP is designed to:

- Ensure that the American Red Cross Mile High Chapter is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
- Ensure that the American Red Cross Mile High Chapter is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
- Provide timely direction, control, and coordination to the American Red Cross Mile High Chapter leadership and other critical customers before, during, and after an event or upon notification of a credible threat.
- Establish and enact time-phased implementation procedures to activate various components of the “Plan”.
- Facilitate the return to normal operating conditions as soon as practical, based on circumstances and the threat environment.
- Ensure that the American Red Cross Mile High Chapter COOP Plan is viable and operational, and is compliant with all guidance documents.
- Ensure that the American Red Cross Mile High Chapter COOP Plan is fully capable of addressing all types of emergencies, or “all hazards” and that mission-essential functions are able to continue with minimal or no disruption during all types of emergencies.

I-2 APPLICABILITY AND SCOPE

- The provisions of this document apply to the American Red Cross Mile High Chapter and its offices.
- Support from other organizations as described herein will be coordinated with the CEO as applicable.
- This document applies to situations that require relocation of mission-essential functions of the American Red Cross Mile High Chapter as determined by the CEO. The scope does not apply to temporary disruptions of service during short-

term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period. The CEO will determine situations that require implementation of the COOP Plan.

I-3 SUPERSESSION

Upon completion and formal adoption, this COOP plan will replace the COOP plan approved 6/2005.

I-4 AUTHORITIES

- PRESIDENTIAL DECISION DIRECTIVE 67 (PDD 67) - Enduring Constitutional Government and Continuity of Government Operations, dated October 21, 1998.
- HOMELAND SECURITY PRESIDENTIAL DIRECTIVE 5 (HSPD-5) - Issued on February 28, 2003 by President George W. Bush. The purpose of HSPD-5 is to "enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.
- HOMELAND SECURITY PRESIDENTIAL DIRECTIVE 8 (HSPD-8) - Issued on December 17, 2003 by President George W. Bush. The purpose of HSPD-8 is to "establish policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities."

I-5 REFERENCES

- National Response Plan (NRP)
- National Incident Management System (NIMS)
- Colorado State Emergency Operations Plan (SEOP)
- Adams County / Arapahoe County / Boulder County / Clear Creek County / Denver County / Douglas County / Gilpin County / Grand County / Jefferson County / Lake County / Park County / Summit County / Broomfield County Emergency Operations Plan (EOP)

I-6 POLICY

The American Red Cross Mile High Chapter recognizes and acknowledges that the protection of its assets and business operations is a major responsibility to its employees and respective jurisdiction. Therefore, it is a policy of the American Red Cross Mile High Chapter that a viable COOP be established and maintained to ensure high levels of service quality and availability. It is also a policy of the American Red Cross Mile High Chapter to protect life, information, and property, in that order. To this end, procedures have been developed to support the resumption of time-sensitive business operations and functions in the event of their disruption at the facilities identified in this plan.

The American Red Cross Mile High Chapter is committed to supporting service

resumption and recovery efforts at alternate facilities, if required. Likewise, the American Red Cross Mile High Chapter and its management are responsible for developing and maintaining a viable COOP plan that conforms to acceptable insurance, regulatory, and ethical practices and is consistent with the provisions and direction of other American Red Cross Mile High Chapter policy, plans, and procedures.

SECTION II: CONCEPT OF OPERATIONS (CONOP)

II-1 OBJECTIVES

The objective of this COOP plan is to ensure that a viable capability exists to continue essential American Red Cross Mile High Chapter functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible. The objectives of this Plan include:

- To ensure the continuous performance of essential functions/operations during an emergency.
- To protect essential facilities, equipment, records, and other assets.
- To reduce or mitigate disruptions to operations.
- To reduce loss of life, minimize damage and losses.
- To identify and designate principals and support staff to be relocated.
- To facilitate decision-making for execution of the Plan and the subsequent conduct of operations.
- To achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

II-2 PLANNING CONSIDERATIONS AND ASSUMPTIONS

In accordance with State guidance and emergency management principles, a viable COOP capability:

- Must be maintained at a high-level of readiness.
- Must be capable of implementation, both with and without warning.
- Must be operational no later than 12 hours after activation.
- Must maintain sustained operations for up to 30 days.
- Should take maximum advantage of existing local, State or federal government infrastructures.

II-3 COOP EXECUTION

This section outlines situations that can potentially lead to activation of the COOP Plan due to emergencies or potential emergencies that may affect the ability of the American Red Cross Mile High Chapter to perform its mission-essential functions from its primary and other essential facilities. This section also provides a general description of actions that will be taken by the American Red Cross Mile High Chapter to transition from normal operations to COOP activation.

COOP Activation Scenarios

The following scenarios would likely require the activation of the American Red Cross Mile High Chapter COOP Plan:

- The primary facility or any other essential facility of the American Red Cross Mile High Chapter is closed for normal business activities as a result of an event or credible threat of an event that would preclude access or use of the facility and the surrounding area.

- The area in which the primary facility or any other essential American Red Cross Mile High Chapter facility is located is closed for normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military threat or attack. Under this scenario, there could be uncertainty regarding whether additional events such as secondary explosions or cascading utility failures could occur.

The following scenario would NOT require the activation of the American Red Cross Mile High Chapter COOP plan:

- The primary facility or any other essential facility is temporarily unavailable due to a sudden emergency such as a fire, bomb threat, or hazardous materials emergency that requires the evacuation of the facility, but only for a short duration that does not impact normal operations.

COOP Activation

The following measures may be taken in an event that interrupts normal operations, or if such an incident appears imminent and it would be prudent to evacuate the primary facility or any other essential facility as a precaution:

- The CEO may activate the COOP Plan to include activation of the alternate facility.
- The CEO will direct some or all of the COOP Relocation Team (CRT) to relocate to the alternate facility (see Sections II-4 and II-6). The CRT will be notified using the notification procedures outlined in Section IV of this document.
- The CRT will relocate to the alternate facility site and will ensure that the mission-essential functions of the closed primary or other impacted facility are maintained and capable of being performed using the alternate facility and available resources, until full operations are re-established at the primary/impacted facility.
- Denver American Red Cross/Mile High Chapter staff members who do not have specific COOP assignments are known collectively as the COOP Support Team (CST) and may be called upon to supplement the CRT and COOP operations. Representatives from other government or private organizations may also be called upon to support COOP operations.
- The CRT will be responsible to continue the mission-essential functions of the Denver American Red Cross/Mile High Chapter within 12 hours and for a period up to 30 days pending regaining access to the affected facility or the occupation of the alternate facility.

Section IV of this document provides additional detail on the procedures that will be used for COOP activation and implementation.

Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the Denver American Red Cross/Mile High Chapter COOP Plan will be executed in response to a full range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures. In most cases, it is likely there will be a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the COOP Plan with a complete and orderly alert, notification of all personnel, and activation of the CRT.

Without warning, the process becomes less routine and potentially more serious and difficult. The ability to execute the COOP Plan following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the physical facilities, and whether personnel are present in the affected facility or in the surrounding area. Positive personnel accountability throughout all phases of emergencies, including COOP Plan activation, is of utmost concern, especially if the emergency occurs without warning, during duty hours.

Section II-9 of this document provides additional information on warning conditions and related procedures.

II-4 TIME-PHASED IMPLEMENTATION

In order to maximize the preservation of life and property in the event of any natural or man-made disaster or threat, time-phased implementation may be applied. Time-phased implementation is used to prepare and respond to current threat levels, to anticipate escalation of those threat levels and, accordingly, plan for increased response efforts and ultimately full COOP Plan activation and facility relocation. The extent to which time-phased implementation will be applied will depend upon the emergency, the amount of warning received, whether personnel are on duty or off-duty at home or elsewhere, and, possibly, the extent of damage to essential facilities and their occupants. The Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP. These levels of disaster are defined as:

- **Minor Disaster** - Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance.

- **Major Disaster** - Any disaster that will likely exceed local capabilities and require a broad range of outside resource support including state or federal assistance. The State of Colorado Emergency Management Agency and the Federal Emergency Management Agency (FEMA) will be notified and potential state and federal assistance will likely be predominantly recovery-oriented.

- **Catastrophic Disaster** - Any disaster that will require massive state and federal assistance. State and federal assistance will involve response and recovery needs.

As described in Section II-3 of this document, COOP Plan activation applies to events or incidents impacting a facility where mission-essential functions are performed to the point that the facility is unable to continue to perform those functions for a duration that will affect normal operations. Using the Disaster Magnitude Classification above, it is possible that a minor disaster would not render a facility unusable. However, minor disasters can escalate into major disasters, and even into catastrophic disasters. Conversely, events that are of short duration and do not impact normal operations (e.g., require a building evacuation only) must also be handled as though they could escalate into a more serious situation. Time-phased implementation of the COOP Plan is a way to be prepared for all levels of emergency/potential emergency scenarios that may or may not require relocation of the primary or other essential facility. This implementation method allows the individual(s) responsible for making decisions to be prepared to fully activate the COOP Plan on very short notice, if necessary, but not prematurely activate the COOP Plan for situations such as the building evacuation-only scenario described above. Listed below is a general summary of the sequence of events that can be followed using time-phased implementation of the COOP Plan:

PHASE I – ACTIVATION (0 TO 12 HOURS)

During this phase, alert and notification of all employees (both CRT and CST) and other organizations identified as “critical customers” (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

PHASE II – ALTERNATE OPERATIONS (12 HOURS TO TERMINATION)

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

PHASE III – RECONSTITUTION AND TERMINATION

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.

II-5 CRITICAL SERVICE COOP STAFF

As referenced in Section II-3 of this document, the Denver American Red Cross/Mile High Chapter management and staff who are relocated under this Plan to the selected alternate facility are known collectively as the COOP Relocation Team or CRT. The CRT must be able to continue operations and perform mission-essential functions for up to 30 days with resource support. Depending upon the nature and severity of the event requiring activation of the COOP Plan, the roster of the CRT may be adjusted by the CEO as necessary. The following are key Denver American Red Cross/Mile High Chapter staff identified as members of the CRT (additional staff may also be assigned to the CRT), listed by position title, who will work from the alternate facility during COOP activations:

Alternate Facilities

South Service Center -
American Red Cross –

COOP Relocation Team Chief

COOP Relocation Team Members

-

Annex O provides individual names and contact numbers of the entire CRT staff.

Because alternate facility space and support capabilities may be limited, the CRT staff may need to be restricted to those personnel who possess the skills and experience needed for the execution of mission-essential functions. The above referenced list includes those individuals.

As noted in Section II-3, the American Red Cross Mile High Chapter staff who do not have specified COOP roles or responsibilities are referred to collectively as the COOP Support Team or CST. The CST may be directed to move to other facilities or duty stations, or may be advised to remain at or return home, pending further instructions. Individuals from the CST may be used to replace unavailable CRT members or to augment the overall COOP response. COOP activation will not, in most circumstances, affect the pay and benefits of the Denver American Red Cross/Mile High Chapter management and staff.

Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.

II-6 ALTERNATE FACILITY

The determination of 1) the appropriate alternate facility for relocation, and 2) whether to relocate the entire CRT to the alternate facility will be made at the time of activation by the CEO in consultation with the CRT; the decision will be based on the incident, threat, risk assessments, and execution timeframe. Arrangements should be made with the management of all pre-identified alternate facilities to appoint an Alternate Facility Manager who will be responsible for developing Site support procedures that establish the requirements for receiving and supporting the CRT.

To ensure the adequacy of assigned space and other resources, all locations currently identified as alternate facilities and those being considered for alternate facility locations should be reviewed by the American Red Cross Mile High Chapter management and staff annually. The CRT will be advised of the results of this review and any updates to alternate facility details.

In conducting a review of an existing alternate facility to determine its adequacy for supporting the operation of mission-essential functions, the following should be considered:

- Ensure that the facility has sufficient space to maintain and support the CRT.
- Ensure that the facility, along with acquired resources, are capable of sustaining operations for performing mission-essential functions for up to 30 days.
- Ensure that the facility has reliable logistical support, services, and infrastructure systems (e.g., water, electrical power, communications/internet, heating/ventilation/air conditioning (HVAC)).
- Ensure that personal convenience and comfort considerations (including toilet facilities) are given to provide for the overall emotional well-being of the COOP CRT team.
- Ensure that adequate physical security and access controls are in place.
- Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility could be impacted by the same incident that impacts the primary facility.
- Consider cooperative agreements such as Memoranda of Understanding (MOUs)/mutual aid agreements with other agencies or contract agreements with vendors who provide services such as virtual office technologies.

Annex B provides the location of the Denver American Red Cross/Mile High Chapter alternate facility sites and additional information on alternate facility requirements.

II-7 MISSION-ESSENTIAL FUNCTIONS

In planning for COOP activation, it is important to establish priorities before an emergency to ensure that the CRT can complete mission-essential functions that are critical to the overall operation of the American Red Cross Mile High Chapter and that support emergency response efforts within the Denver Metropolitan Area. The CEO and the CRT shall ensure that mission-essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission-essential must be deferred until additional personnel and resources become available. Following is a breakdown of mission-essential functions performed by the American Red Cross Mile High Chapter in order of priority:

Mission Essential Functions for Denver American Red Cross/Mile High Chapter

1. Mission-essential functions that must be performed, given a **One Day** disruption (from highest to lowest priority):
 - Continuation of functions listed under 4-hour scenario
 - 24/7 contact with the public
 - Continue responding to disasters
 - Continue AFES casework
 - Continue ongoing disaster casework
 - Ensure the availability of Funds
 - Procure rental equipment for alternate facility
 - Issue additional cell phones
 - Issue additional pagers as needed
 - Provide management oversight to Chapter operations
 - Communications and support to Board of Directors
 - Cancel all community scheduled classes at HQ and Service Centers and communicate that to those attending/teaching
 - Provide for and restore access to critical data resources required by the Chapter to carry out service delivery operations. Data resources include but are not limited to email; contents of all shared network file storage; Blackbaud databases and any other data resources deemed to be critical to restoring operations. Providing access to these resources in the event of displacement/relocation will require the commensurate hardware, software, and facility infrastructure to allow for access to the data.
 - Notify clients/vendors of cancelled trips
 - Notify outside groups, including Metro Volunteers and other tenants, of building unavailability.
 - Process payroll

- Benefit questions for medical coverage. Provider and program administrator contact information in the "go kit"
- Worker Compensation claims and assistance
- Emergency contacts to families
- Set up in-bound contact and information line for employees & volunteers.

Note: After one day of emergency operations, either normal operations must be reinstated or emergency operations must ensure the functions listed in #2 below are performed.

2. Mission-essential functions that must be performed, given a disruption of greater than **One Day**, but less than **One Week** (from highest to lowest priority):

- Continuation of functions listed under Tier #1
- Continue International casework
- Receive mail
- Continue outbound mail
- Provide voice mail
- Receive, store and distribute building supplies
- Issue CAC Passwords and cards
- Arrange for janitorial services of alternate facility
- Provide fixtures for alternate facility
- Cancel any scheduled Call Center trainings/events to include notification of National Response Center Network.
- Donation Processing
- Banking
- Cancel all upcoming events/trainings

Note: After one week of emergency operations, either normal operations must be reinstated or emergency operations must ensure the functions listed in #3 below are performed.

3. Mission-essential functions that must be performed, given a disruption of greater than **One Week**, but less than **One Month** (from highest to lowest priority):

- Continuation of functions listed under Tier #1 and #2
- DSHR recruitment and deployment
- Disaster Training
- Community Disaster Education
- Payment to vendors

- Produce Financial Statements
- Invoicing for H&S/Transportation
- Operate phones. Necessary to schedule, update information, cancel / add trips & dispatch. If possible, phones should be forwarded.
- Dispatch. Necessary to get appts completed. All keys, radios and chargers must be retrieved from facility.
- Drive. Vehicles must be retrieved from facility, or if possible dispatched from parking lot.
- Collaborate with community partners necessary to continue into second day.
- Invoicing for H&S/Transportation

Note: After 30 days of emergency operations, all functions should be resumed at normal operations level.

4. Mission essential functions that must be performed given a disruption greater than one week, but less than two weeks
 - Process payments
 - Support for all communications efforts with any and all collateral material needed for informational or departmental support needs.
 - Receipt of payments

5. Mission-essential functions that must be performed, given a 4-hour disruption.
 - On-going communication with constituent audiences including media, staff, volunteers, donors, general public
 - Support for all communications efforts with on going web site informational updates and departmental support updates.
 - Support for all communications efforts with any and all collateral material needed for informational or departmental support needs.
 - Provide for the safety and security of alternate facility
 - Secure Chapter HQ facility
 - Notify Division 1 Vice President, Jim Hamilton, of disruption

Annex C provides guidelines/templates to assist in the determination and prioritization of mission-essential functions.

II-8 DELINEATION OF MISSION-ESSENTIAL FUNCTIONS

To ensure that the mission-essential functions referenced in Section II-7 are effectively transferred to the alternate facility and continued with minimal interruption, it is imperative that each function have qualified CRT staff assigned to it. The CRT should be formed with mission-

essential functions in mind; the number of individuals who are assigned to the alternate facility may be limited due to facility resources and capacity, and the individuals working there must be able to ensure that mission-essential functions are carried out. When the CRT is formed, individuals should be matched up with the mission-essential function(s) they will be assigned at the alternate facility during COOP activation.

Annex C provides a breakdown of estimated resources required, including personnel and equipment, to ensure the continuation of mission essential functions during COOP activations.

II-9 WARNING CONDITIONS

When planning and preparing for emergencies that may require activation of the COOP Plan, a wide range of scenarios must be considered. Impending events such as hurricanes or winter storms may provide ample warning for notification of staff and identification and pre-positioning of resources in preparing for possible COOP activation; other types of events such as earthquakes or terrorist events, may provide no warning.

- **With Warning.** It is expected that, in most cases, the American Red Cross Mile High Chapter will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP Plan with a complete and orderly alert, notification, and deployment of the CRT to an assembly site or the alternate facility.
- **Without Warning.** The ability to execute the COOP Plan following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel impacted. If the deployment of the CRT is not feasible because of the unavailability or loss of personnel, including the CEO, temporary leadership of the Department will be passed to the Executive Offices Chief Operating Officer, as identified in Section II-10 of this document.
- **Non-Duty Hours.** The ability to contact members of the CRT at all times, whether during work hours or non-duty hours, is critical for ensuring that the COOP can be activated quickly if needed. Procedures must be in place that account for notifying and mobilizing (if necessary) the CRT on extremely short notice.
- **Duty Hours.** If an event or incident occurs during work hours, which requires relocation of the primary facility, the COOP will be activated and available members of the CRT will be deployed as directed to support operations for the duration of the emergency. The CST, or those individuals who do not have assigned roles in the COOP Plan, will either be sent home or possibly used to provide support to the CRT, if additional assistance is required.

Section II-12 of this document provides additional information and procedures to be followed based on warning conditions. Section IV-3 of this document provides staff activation procedures for duty hours and non-duty hours.

II-10 DIRECTION AND CONTROL

Lines of succession are maintained by all organizational elements, to ensure continuity of mission-essential functions. Successions are provided to a minimum depth of three at any point where policy and directional functions are carried out.

Authorized successors to the CEO are specified as follows:

Each organizational element should pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances, if any, the authority may be delegated.

The CEO and/or their designee are responsible for ordering activation of the COOP. Members of the CRT may be requested by the CEO to disseminate COOP guidance and direction during the activation and relocation phases. Pending the activation of the COOP Plan, the CRT Chief will monitor the situation and assist in the notification process, as necessary.

Once the COOP Plan is activated, the appropriate Emergency Management Officials should be notified and requested to provide any previously agreed upon assistance to the Denver American Red Cross/Mile High Chapter.

Annex D provides additional information on lines of succession.
Annex E provides a sample memorandum for instituting delegations of authority.

II-11 OPERATIONAL HOURS

- During COOP contingencies, the CEO will determine the hours of operation for the CRT.
- Members of the CRT must be prepared to support a 24-hour-per-day, 7-day-per-week operation.
- Members of the CST should be prepared to support the CRT in the event that additional support is needed.

II-12 ALERT AND NOTIFICATION

Alert Procedures. If the situation allows for warning, staff may be alerted prior to activation of the COOP Plan. In all situations allowing for an alert, procedures must include notification to the American Red Cross Mile High Chapter key staff members, appropriate Emergency Management Officials, and appropriate Emergency Coordinating Officers (ECOs).

- Information and guidance for the American Red Cross Mile High Chapter staff will normally be passed via telephone using an emergency notification telephone tree/cascade or similar system.. Depending on the situation, current information may also be available via:
 - Separate departmental hotlines, if approved and developed.
 - Intranet web site and/or electronic mail.
 - Announcements to local radio and TV stations, if approved and developed.
 - Other means, if approved and developed.
- American Red Cross Mile High Chapter staff should remain at their office or home until specific guidance is received.
- The CRT should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and/or the designated alternate facility location.

- The CEO will direct the activation of the COOP Plan.

Notification Procedures. Upon activation of or notification to activate the American Red Cross Mile High Chapter COOP Plan, telephone, email, and other methods of communications designated by the American Red Cross Mile High Chapter can be used to notify its key staff and employees. The following are COOP notification procedures for the American Red Cross Mile High Chapter:

- The CEO will notify the CRT Chief to activate the COOP Plan.
- Upon notification to activate the American Red Cross Mile High Chapter COOP Plan, the CRT Team Chief will perform the following duties:
 - Contact the key staff members identified in Annex O, informing them of the current situation and that the COOP Plan is being activated.
 - Notify the Facility Manager of the appropriate Alternate Facility of the activation of the American Red Cross Mile High Chapter COOP Plan.
 - Notify the Appropriate Emergency Management Officials that an emergency activation or anticipated activation of the American Red Cross Mile High Chapter COOP Plan is expected or in progress.
 - Report the progress of the notification process to the CEO

Upon COOP activation, key staff members will contact their staffs – (CRT and non-CRT members) using the following procedures:

- Attempt to call each person in his or her chain and relay the information and guidance provided by the CRT Chief.
- Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, they will leave a message, send a page, or use any other method of communications available to make contact.
- Report status of cascade, including names of personnel not contacted, to the CRT Chief.

Annex F provides alert/notification procedures and key staff responsible for implementing those procedures.

SECTION III: PROCEDURES

III-1 PERSONNEL COORDINATION

Procedures should be in place to address any personnel issues that may arise among those individuals who will be responsible for implementing the COOP Plan (i.e., the CRT) as well those who do not have specific COOP roles but who may be called upon if necessary during COOP activation (i.e., the CST). Listed below are personnel resources and capabilities in place at the Denver American Red Cross/Mile High Chapter to ensure that emergency and non-emergency staffs are prepared when disasters strike, either with or without warning:

- Communications Plan for emergency and non-emergency staff
- Health, safety, and emotional well-being of all employees and their families
Issues will be managed by the CEO and based on the Policies and Procedures of the American Red Cross Mile High Chapter
- Pay status and administrative leave issues
Issues will be managed by the CEO and based on the Policies and Procedures of the American Red Cross Mile High Chapter
- Medical, special needs, and travel issues
Issues will be managed by the CEO and based on the Policies and Procedures of the American Red Cross Mile High Chapter

III-2 VITAL RECORDS AND DATABASES

Vital records and databases identified as critical to supporting mission-essential functions, both paper and electronic, have been identified and will be maintained, updated, and stored in secure offsite locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how emergency operating records will be made available to qualified personnel and will ensure backup for legal and financial records. Identified below are different categories of vital records:

- Vital records essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure offsite location:
 - Emergency plans and directives
 - Orders of succession (Annex D)
 - Delegations of authority (Annex E)
 - Staff roster (Annex O)
 - Staffing assignments
 - Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion
 - Donor & volunteer records?
- Vital records critical to carrying out an organization's essential legal and financial functions and activities:
 - Accounts receivable

- Contracting and acquisition files
- Official personnel files
- Payroll▪
- Property management and inventory records

Annex G provides additional information on vital records and provides identification, location, and backup capabilities of Denver American Red Cross/Mile High Chapter vital records necessary for performing mission-essential functions.

III-3 PRE-POSITIONED RESOURCES

It is strongly encouraged that essential items, such as office supplies and equipment, data, vital records, and other critical resources be pre-positioned at the alternate facility or other off-site location to facilitate the transition to alternate operations during COOP emergencies. The pre-positioned resources should be carefully inventoried and regularly maintained by the Administrative Manager or his/her designee to ensure that there is a clear accounting of exactly what resources are pre-positioned at the alternate facility and will not require relocation during COOP emergencies.

III-4 DRIVE-AWAY KITS

The CEO is responsible for providing guidance to staff on the requirements for and the contents of these kits, which may contain such items as software, databases, publications, and laptop computers. Checklists may need to be used to help ensure the inclusion of all necessary contents.

It is strongly encouraged that essential items and data be pre-positioned at the alternate facility or other off-site location instead of being carried in Drive-Away Kits,, because CRT personnel may be at home when the order to deploy is received and access to the Drive-Away Kits may be difficult or impossible.

- Items to consider including in these kits:
 - Applicable agency, local, and state regulations; statutes and administrative codes; and emergency plans/procedures
 - Tape recorder and tapes
 - Batteries
 - List of what positions have to be filled and procedures needed to continue the mission-essential functions
 - Laptop(s) with all necessary forms/plans/procedures on a CD
 - Office supplies to support operations for the initial period. List of additional office supplies that may be required for an extended period
 - In addition to “official” items carried in the Drive-Away Kits, each staff member requiring billeting at the alternate facility should consider bringing appropriate personal items and changes of clothing. In addition, these staff should relocate with their Denver American Red Cross/Mile High Chapter identification badge for entry into the alternate facility.
- Medical Support:
 - The Administrative Manager is responsible for making available limited medical information and/or treatment available for alternate facility staff.

- Deploying personnel should bring with them an adequate supply of medicines and other specialty needs (e.g., hearing-aid batteries, eyeglasses).
- Contact the Alternate Facility Manager for special arrangements, such as refrigeration of pharmaceutical and medical supplies.
- Deploying personnel should also bring health insurance cards.

Annex H provides additional information on Drive-Away Kits.

III-5 TELECOMMUNICATIONS AND INFORMATION SYSTEMS SUPPORT

Interoperable communications or the ability for the American Red Cross Mile High Chapter staff to communicate with individuals internal and external to the agency is critical during COOP emergencies, as during any other types of emergencies. The following are both internal and external communications systems identified for the Denver American Red Cross/Mile High Chapter:

- Internal communications that will be used within the American Red Cross Mile High Chapter and/or its alternate facilities to communicate with other emergency response agencies, the media and other agencies/organizations external to the primary and/or alternate facility:

South Service Center

Transported

- phone lines/cell phones

- External communications that will be used within the American Red Cross Mile High Chapter and/or its alternate facilities to communicate with other emergency response agencies, the media and other agencies/organizations external to the primary and/or alternate facility:

South Service Center

Transported

- phone lines/cell phones

Pre-Positioned

- fax machine

Access to critical information systems that are used to accomplish mission-essential functions during normal operations from the primary facility should also be assured at the alternate facility (see Annex I). In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For the American Red Cross Mile High Chapter, the Mile High Chapter, IT Department maintains the information systems and ensures that the systems are backed up on a

daily basis. In addition, the Mile High Chapter, IT Department ensures that connectivity exists at the alternate facility. The Mile High Chapter, IT Department will also provide systems technical support during COOP activations.

The above referenced telecommunications and information systems capabilities at the American Red Cross Mile High Chapter alternate facility are sufficient for the performance of mission-essential functions under the COOP Plan.

The following is a checklist that may be used for planning telecommunications and information systems requirements:

- Plans should address all three types of communication (internal, external, and mobile).
- Plans should include the development of telephone trees.
- Plans should consider use of a hotline housed in a secondary location.
- Plans should consider radio communications using available staff with radios.
- Plans should recognize different needs ranging from a one-hour emergency to an extended emergency.
- Plans should consider the use of a communication center to serve as a hub for communication needs of all local users.
- Plans should strategize for situations in which all communications systems are unavailable.
- At a minimum, all members of the CRT should have pagers and/or cell phones.

Annex I provides additional information on telecommunications and information systems.
--

III-6 TRANSPORTATION, LODGING, AND FOOD

Policies and procedures should be developed that consider transportation, lodging, and feeding of the CRT working from the alternate facility. During COOP activations, CRT staff members will likely prefer to use their individual vehicles for transportation to the alternate facility; however, in the event that they are not able to do so, an alternate transportation plan should be in place. Procedures for lodging and feeding arrangements should also be developed. All of the above can be accomplished by having agreements in place with other agencies or non-profit organizations. Also, have agreements with pre-identified private vendors to provide support on very short notice during emergencies.

The American Red Cross Mile High Chapter has procedures that address food, lodging, and purchasing for emergencies.

III-7 SECURITY AND ACCESS CONTROLS

The CEO will ensure that all four types of security are addressed and in place at the alternate facility: *operational, information systems/cyber, physical, and access controls*. Due to the sensitive information contained in the COOP Plan, the CEO will also ensure that distribution of the Plan is limited and that an accounting of those who have access to the plan is maintained.

The CEO will ensure the following:

- 1) Plans and procedures shall establish a goal of duplicating the level of security established at the vacated primary facility.

- 2) Alternate technologies, including video technology, may be considered for security.
- 3) Augmentation of security will be addressed, based on the emergency or threat, to include considerations for using local law enforcement, private vendors, or other resources.
- 4) For incidents involving terrorist attacks or threats of terrorist attacks, the American Red Cross Mile High Chapter will develop a security augmentation system based on the five-tiered Federal Department of Homeland Security Advisory System.

Annex J identifies security measures in place for COOP emergencies and provides guidelines for augmenting security based on threat levels.

III-8 PERSONAL AND FAMILY PREPAREDNESS

All staff, including those individuals actively involved in COOP emergencies (i.e., the CRT) or not officially assigned a role during COOP activations (i.e., the CST), should be prepared for and aware of COOP activation procedures. To assure that all employees are prepared for COOP contingencies, training should be a part of the American Red Cross Mile High Chapter orientation for new staff and should be regularly conducted (at least annually) for all existing staff. The training should focus on preparing employees for situations in which they will not be able to work from their primary facility. The training should advise staff on how to be personally prepared by developing “personal go-kits” as well as ensuring that their families are prepared for all types of emergencies, including COOP activations.

Annex K provides a Family Disaster Plan that can be used for COOP emergencies.

III-9 SITE SUPPORT PROCEDURES

Site support responsibilities are those tasks that must be conducted to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation. These responsibilities include ensuring that an alternate facility manager is appointed and that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. These responsibilities also include a planned transition back to normal operations once the emergency situation has passed.

SECTION IV: PHASE I - ACTIVATION

The following procedures are suggested as guidelines to follow for COOP activations. They may be adopted or modified as needed to fit with internal requirements. In general, the following procedures are to be followed in the execution of the COOP Plan. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and their occupants. This Plan is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this Plan is implemented depends on the type and magnitude of the events or threats.

IV-1 ALERT AND NOTIFICATION PROCEDURES

The American Red Cross Mile High Chapter notification process related to COOP activation should allow for a smooth transition of the CRT to an alternate facility in order to continue the execution of essential functions across a wide range of potential emergencies. Notification may be in the form of one of the following:

- A COOP alert to the CRT and CST that relocation is anticipated or is imminent.
- An announcement of a COOP activation that 1) directs the CRT to report *immediately* to an assembly site or a designated alternate facility, and 2) provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility.
- Instructions to the CRT to *prepare* for departure and relocation to a designated alternate facility and instructions to CST employees.

Upon receipt of a COOP alert from the CEO or a designated successor, staff alert and notification procedures (see Annex F) are initiated.

IV-2 INITIAL ACTIONS

Based on the situation and circumstances of the event, the CEO will evaluate the capability and capacity levels required to support the current mission-essential functions of the impacted facility(ies) and initiate actions for relocation to the appropriate alternate facility. These actions include measures to be taken in anticipation of COOP activation and actions to be taken upon COOP activation. Once COOP activation is effected, procedures must be considered for both duty hours and non-duty hours.

IN CASES WHERE COOP ACTIVATION IS ANTICIPATED, THE CEO:

- Notifies the designated administrative services manager to prepare for the relocation of the impacted facility and to prepare the appropriate alternate facility for operations.
- Issues a COOP alert to the CRT and CST that relocation is anticipated. CRT personnel are instructed to prepare for COOP activation.
- Notifies the appropriate Emergency Management Officials and appropriate ESF Emergency Coordinating Officers that an emergency relocation of the facility is anticipated.

IN CASES WHERE COOP ACTIVATION IS ORDERED:

- The CEO coordinates the immediate deployment of the CRT to an assembly site or the designated alternate facility.
- The CEO notifies the designated alternate facility manager to immediately initiate relocation efforts of the impacted facility and to prepare the appropriate alternate facility for operations.
- The CEO provides instructions and guidance on operations and the location of the alternate facility.
- The Alternate Facility Manager provides regular updates to the CEO regarding the status of alternate facility activation/readiness.

The following notification procedures are initiated:

- The CEO notifies appropriate Emergency Management Officials and ESF Emergency Coordinating Officers (ECO) that an emergency relocation of the facility has been ordered and is in progress.
- All designated staff members (see Annex F – Notification Procedures) initiate their respective COOP notification cascades.
- The CRT members report to an assembly site or deploy to the designated alternate facility to assume mission-essential functions.
- All CRT members who have established Drive-Away Kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.
- All CRT members assemble the remaining documents and other assets as required for the performance of mission-essential functions and begin preparations for the movement of these resources.
- All personnel and sections of the impacted facility or facilities should implement normal security procedures for areas being vacated.
- Security and other designated personnel of the impacted facility should take appropriate measures to ensure security of the facilities and equipment or records remaining in the building.

IV-3 ACTIVATION PROCEDURES DUTY HOURS

- The CEO notifies the CRT Chief of the emergency requiring activation of the American Red Cross Mile High Chapter COOP Plan.
- The CEO or the CRT Chief activates the COOP Plan and notifies the appropriate alternate facility manager(s).
- Notification procedures identified in Annex F are conducted.
- The CEO or CRT Chief directs members of the CRT to begin movement to an assembly site or to the designated alternate facility immediately.
- The CRT immediately deploys to an assembly site or a designated alternate facility to assume mission-essential functions.
- CST personnel (those who do not have active COOP response roles) in affected facilities are instructed to go home or to another specified location pending further guidance.
- Additional tasks identified in Section IV-2 that are not yet completed are completed in their entirety.

IV-4 ACTIVATION PROCEDURES FOR NON-DUTY HOURS

- The Emergency Coordinating Officer, Duty Officer, or other personnel notify the CEO that an emergency requiring COOP activation is anticipated or underway. The CEO then notifies the CRT Chief of the emergency requiring activation of the American Red Cross Mile High Chapter COOP Plan.
- The CEO or CRT Chief activates the COOP Plan and notifies the appropriate alternate facility manager(s).
- Notification procedures identified in Annex F are conducted.
- The CEO or CRT Chief directs members of the CRT to begin immediate movement to an assembly site or to the designated alternate facility.
- The CRT immediately deploys to an assembly site or a designated alternate facility to assume mission-essential functions.
- CST personnel (those who do not have active COOP response roles) are directed to remain at home pending further guidance.
- Additional tasks identified in Section IV-2 that are not yet completed are completed in their entirety.

IV-5 DEPLOYMENT AND DEPARTURE PROCEDURES FOR TIME-PHASED OPERATIONS

The CEO will determine full or partial deployment to the designated alternate facility of any mission-essential functions that are critical to operations at the time the American Red Cross Mile High Chapter COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered.

- COOP Relocation Team (CRT). The CRT immediately begins deployment, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. This team will most likely use privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.
- COOP Support Team (CST). CST personnel present at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, CST personnel will remain at their homes pending further guidance.

IV-6 TRANSITION TO ALTERNATE OPERATIONS

Following the activation of the COOP Plan and establishment of communications links with the CEO and the CRT at an assembly site or the designated alternate facility, the CEO orders the cessation of operations at the primary facility.

- The CEO or CRT Chief notifies the appropriate Emergency Management Officials and appropriate ESF Emergency Coordinating Officers that an emergency relocation of the Denver American Red Cross/Mile High Chapter facility is complete. S/he then provides information on the alternate facility location, including contact numbers.
- As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by the American Red Cross Mile High Chapter Chief

Executive Officer or other designated person(s) that the American Red Cross Mile High Chapter primary facility has been temporarily relocated.

IV-7 SITE SUPPORT RESPONSIBILITIES

Following notification that a relocation of the American Red Cross Mile High Chapter facility has been ordered or is in progress, the appropriate alternate facility manager will implement the COOP Site support procedures and prepare to receive the CRT within 12 hours.

SECTION V: PHASE II - ALTERNATE OPERATIONS

V-1 EXECUTION OF MISSION-ESSENTIAL FUNCTIONS

Upon activation, the CRT will begin providing support for the following functions:

- Ensure that mission-essential functions (see Annex C) are reestablished as soon as possible.
- Monitor and assess the situation that required the relocation.
- Monitor the status of personnel and resources.
- Establish and maintain contact with the appropriate Emergency Management Officials and the appropriate ESF Emergency Coordinating Officers, or other designated personnel.
- Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

V-2 ESTABLISHMENT OF COMMUNICATIONS

- The CEO or CRT Chief will ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly; and
- The Mile High Chapter, IT Department will service and correct any faulty or inadequate communications systems.
- The Mile High Chapter, IT Department personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

V-3 COOP SUPPORT TEAM (CST) RESPONSIBILITIES

CST members do not have primary roles during COOP activations and will likely be directed to remain home during non-duty hours or return home during duty hours. However, CST personnel should be prepared to provide backup support to the CRT and should be trained to conduct one or more of the COOP functions that will be performed from the alternate facility during COOP activations.

V-4 COOP RELOCATION TEAM (CRT) RESPONSIBILITIES

In addition to the functions identified under V-1, the CRT members will begin providing support for the following functions as soon as possible following their arrival at the designated alternate facility or pre-identified assembly site:

- The CRT Chief or Administrative Manager will disseminate administrative and logistics information to the CRT upon arrival. This information should generally cover the operational procedures for the next 30 days.
- The CRT will receive continual briefings and updates from the CRT Chief or CEO.
- The CRT will perform the mission-essential functions of the American Red Cross Mile High Chapter.

V-5 AUGMENTATION OF STAFF

- If it becomes evident that the CRT cannot adequately ensure the continuation of mission-essential functions, the CEO or CRT Chief will determine the additional positions necessary to maintain these functions.
- The CEO or CRT Chief will identify individuals from the CST who may be able to provide support to the CRT.
- The CEO or CRT Chief will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
- The CEO or CRT Chief will consider implementing agreements with outside resource support including Memoranda of Understanding/mutual aid agreements with other government agencies and contractual agreements with private vendors.

V-6 AMPLIFICATION OF GUIDANCE TO CRT AND CST PERSONNEL

- The CEO will develop an informative memorandum for dissemination to all employees on the duration of alternate operations as well as pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
- The CEO will then distribute the document to the relocated personnel and the CST staff through appropriate media and other available sources.

V-7 DEVELOPMENT OF DEVOLUTION PLANS

Devolution is the capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to another organization's employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an agency's leadership and staff unavailable or incapable of performing its essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized essential functions are transferred to a pre-identified devolution organization. Agency direction and control of mission essential functions is transferred to the devolution organization site and/or identified personnel.

Devolution planning involves several special issues:

- Personnel at the devolution site must be trained to perform the essential functions to the same level of proficiency as the American Red Cross Mile High Chapter personnel.
- Vital records, documents, and databases must be up to date and available at the devolution site.
- Communications and information management systems must be able to be transferred to the devolution site.
- Delegations of authority planning must include senior personnel at the devolution site.

Should sufficient staff be unavailable to conduct the mission essential functions of American Red Cross Mile High Chapter, all of the affected operations will initiate the activation of pre-arranged devolution agreements. Devolution will be triggered when available staff determines that there are insufficient resources to maintain and carry out the American Red Cross Mile High

Chapter's prioritized mission essential functions. At that point, the CEO or highest ranking American Red Cross Mile High Chapter official available will institute devolution through the issuance of the Devolution Activation Memo, provided in Annex L. Available American Red Cross Mile High Chapter staff will notify the devolution organization(s) that devolution is being initiated.

The following are pre-identified devolution organization(s) for the American Red Cross Mile High Chapter:

Annex C provides mission essential functions identified for American Red Cross Mile High Chapter
Annex E provides COOP Delegations of Authority
Annex L provides the pre-established Devolution Activation memo and specific guidelines for initiation of devolution of mission essential functions.

V-8 DEVELOPMENT OF PLANS AND SCHEDULES FOR RECONSTITUTION AND TERMINATION

The CRT Chief will develop Reconstitution and Termination Plans and Schedules to be presented to the CEO that will direct an orderly transition of all mission essential functions, personnel, equipment, and records from the devolution organization to a new or restored facility. Plans and Schedules will include:

1. Whether the original primary facility is re-inhabitable. If not, the plans will include recommendations of primary facility options.
 2. Construction needs for the primary facility re-occupancy, including remediation of safety issues.
 3. Estimated costs associated with construction and occupancy. Plans to include options for funding.
 4. Notification plans for COOP and Non-COOP staff.
 5. Timeframe for construction completion and move-in.
- The CEO will review and formally approve the plans and schedules.
 - Upon approval, the CEO will issue a COOP Termination memo to the devolution organization(s) identifying the point of formal COOP Termination.
 - The CRT and CST Chiefs will oversee the Reconstitution and Termination process.

SECTION VI: PHASE III - RECONSTITUTION AND TERMINATION

VI-1 OVERVIEW

As soon as possible (within 24 hours) following an emergency relocation, the CRT Chief will initiate operations to salvage, restore, and recover the impacted facility, pending approval from applicable local, state, and federal law enforcement and emergency service authorities. Reconstitution procedures will commence when the CEO determines that the emergency situation has ended and is unlikely to reoccur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

- Continue to perform mission essential functions at the alternate facility for up to 30 days.
- Begin an orderly return to the impacted facility and reconstitute full normal operations.
- Begin to establish reconstitution of normal operations at a different primary facility location.

VI-2 PROCEDURES

Upon a decision by the CRT Chief that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:

- The CRT Chief will create and submit resumption plans for review and approval by the CEO.
- Upon approval, the CRT and CST Chief will initiate and oversee the orderly transition of all mission essential functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
- Non-assigned CST personnel will be notified by the CRT that normal operations of the American Red Cross Mile High Chapter are resuming and that they should report back to work.

VI-3 AFTER-ACTION REVIEW AND REMEDIAL ACTION PLAN

An After-Action Review information collection process will be initiated by each COOP Team prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from employees working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The After-Action Review should provide recommended actions to improve areas identified as deficient or requiring improvement.

The information should be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the Denver American Red Cross/Mile High Chapter COOP and any accompanying documents will be developed and brought forth to the COOP Planning Team for

review. The COOP Planning Team will review and implement changes to the Denver American Red Cross/Mile High Chapter COOP as required.

FILE ARCHIVE - Attachments

Response Incident Database.mdb	ROC Files
Material Support Services Annex.xls	Material Resource Annex
Staff Services Rosters.xls	Staff Services Annex
24 Hour School District Numbers.doc	Partner Services Annex
COVOAD Activity List.doc	Partner Services Annex
COVOAD Resource List.doc	Partner Services Annex
Dispatch Centers.doc	Partner Services Annex
Fire Department Contacts.doc	Partner Services Annex
Partner Services Emergency Manager Contacts.doc	Partner Services Annex
Partner Services State and Federal Contacts.doc	Partner Services Annex
MHC Disaster Plan 6-2006.doc	Chapter Disaster Plan
October 2007 H&S Inventory Master.xls	Health & Safety

ANNEX A
COOP TEAMS AND RESPONSIBILITIES

In preparation of potential COOP events, COOP Relocation Team (CRT) members are responsible for attending CRT meetings as scheduled, keeping the CRT Chief apprised of COOP matters, reviewing and updating mission-essential functions annually, developing notification cascades for key staff and/or division personnel, participating in COOP training and exercises, developing and updating Drive-Away Kits, and developing a plan and methodology for off-site storage of data to include vital records and databases.

During a COOP event, members of the CRT are responsible for relocating to the designated Alternate Facility in a timely manner and re-establishing and recovering the operations of the organization's mission essential functions as identified in Annex C.

COOP Relocation Team Members - Denver American Red Cross/Mile High Chapter

NAME	TITLE/DEPARTMENT	TELEPHONE	E-MAIL	COOP RESPONSIBILITY/ROLE

In preparation of potential COOP events, COOP Support Team (CST) members are responsible for attending CRT meetings as scheduled, keeping the CRT Chief apprised of COOP matters, developing notification cascades for all CRT members, and participating in COOP trainings and exercises.

During a COOP event, members of the CST are responsible for reporting in to their CST Chief, reporting to their designated locations to await further COOP instructions (In many cases, this may be their home residence), and providing support to the COOP Relocation Team as requested.

COOP Support Team Members - Denver American Red Cross/Mile High Chapter

NAME	TITLE/DEPARTMENT	TELEPHONE	E-MAIL	COOP RESPONSIBILITY/ROLE

In preparation of potential COOP events, COOP Planning Team (CPT) members are responsible for scheduling and conducting CRT meetings (minimum of one meeting per year), establishing a framework for the organization’s COOP plan design and strategy, reviewing the accuracy of the personnel information contained within the plan, developing an ongoing process for reviewing and updating the COOP plan, scheduling and participating in COOP trainings and exercises.

COOP Planning Team Members - Denver American Red Cross/Mile High Chapter

NAME	TITLE/DEPARTMENT	TELEPHONE	E-MAIL	COOP RESPONSIBILITY/ROLE

NAME	TITLE/DEPARTMENT	TELEPHONE	E-MAIL	COOP RESPONSIBILITY/ROLE

ANNEX B
ALTERNATE FACILITIES

The following are identified as Alternate Facilities (AF) for the Denver American Red Cross/Mile High Chapter:

Alternate Facility Type	Name	Location (Physical Address)	Staff Capacity	* Resources Required To Perform Mission-Essential Functions	Facility Manager Name & Telephone Number

* Identify resources needed to continue the operation of mission-essential functions that have been pre-positioned at the alternate facility and those that will need to be transported to the facility. Examples of resources include office equipment/supplies, computers, chairs, tables, telephones, printers, and copiers.

Alternate Facility Operations

- The alternate facility should have pre-positioned resources to sustain operations for three days without resource support. The alternate facility will require installation of:
 - Telephones
 - Computers/LAN
 - Fax machines
 - Copiers
 - Furniture
- Setup of the alternate facility may require vendor and resource support to provide the labor and equipment to outfit the facility.

Memorandum of Understanding (MOU) Considerations

- The CEO will establish MOU(s) or pre-arranged contracts with facility managers and other organizations to provide basic support to the Denver American Red Cross/Mile High Chapter during COOP events, including exercises.

Joint Facility Support Requirements

- The COOP Relocation Team (CRT) Chief is responsible for developing a coordinated support plan with the facility manager of the primary alternate facility.
- At a minimum, the plan will address the following items:
 - Receiving, supporting, and relocating personnel at the alternate facility;
 - Repositioning supplies and equipment at the alternate facility;
 - Adequate logistical support;
 - Adequate infrastructure;
 - Adequate services;
 - Capability of the facility to accept the COOP team and operations; and
 - Capability of the facility to sustain COOP operations for a minimum of 30 days
- The details of the coordinated support Plan will be incorporated as part of this annex.

Review and Update

The CEO, in consultation with the CRT Chief, will conduct an annual review of space allocations at the alternate facility to ensure the adequacy of assigned space and other resources.

ALTERNATE FACILITY SELECTION PROCESS

- The alternate facilities should be fixed facilities identified from existing city, state, or county facilities, or from leased facilities. The alternate facilities must be capable of supporting emergency operations in a safe environment, as determined by the geographical location of the facility, an assessment of the local threat, and the collective protection characteristics of the facility. The facility requirements, selection, and occupancy planning should be based on a worst-case scenario.
- A list cataloging each facility and its capability and capacity will be used to assist in the selection process. The CEO is responsible for maintaining the facility list and ensuring the accuracy of the data.

- The facilities should be located in areas where the ability to initiate, maintain, and terminate operations will not be disrupted. The following considerations will be used in the selection of the alternate facilities:
 - The ability to be operational not later than 12 hours after deployment and to sustain operations for up to 30 days.
 - Number of personnel per shift required for accomplishing these functions for 30 days or until the emergency ends.
 - Minimum amount of space relocated Denver American Red Cross/Mile High Chapter members need to accomplish their functions under emergency conditions.
 - Space Allocation Considerations:
 - The following are Primary Facilities and Staff Capacities:
 - Chapter Headquarters - Capacity: 60***
 - Chapter Headquarters-IT Servers***
 - Egon Gerson Service Center - Capacity: 5***
 - As a guideline, Alternate facility locations should allow an average of 100 Square Feet of space per persons relocated. (*Number of relocated people X 100 s.f. = total s.f. recommended at Alternate Facility*).
 - The distance from the threat area to any other facilities/locations (e.g., hazardous materials/nuclear power plants, areas subject to natural disasters or civil unrest).
 - Facility construction must be such that it is uniquely resistant to natural disaster risk factors (e.g., tornadoes, hurricanes, floods).
 - Access to essential resources such as food, water, fuel, medical facilities, lodging, and municipal services (e.g., fire, police).
 - The availability of transportation and parking.
 - Power requirements to support the Alternate Facility.
 - Interoperable communications in sufficient quantity, mode, and media to effectively interface with critical customers, including other State, county, and city agencies.
 - Availability of existing equipment and furniture in the facility that can be used by the COOP Relocation Team.

Alternate Facility Acquisition

- It is suggested that a MOU should be established with the owner and/or facility manager of each potential alternate facility.
- Each MOU will include:
 - Time period from notification of requirement to availability of facility for occupancy.
 - Space and services to be provided.
 - Provision for sole use of allocated space during the period of occupancy.

Alternate Facility Reevaluation

- Any Alternate Facility identified and rated will be reevaluated for suitability and functionality.
- The annual review of the Denver American Red Cross/Mile High Chapter COOP will include a review of the Alternate Facilities to ensure that the facilities still meet the current needs.

- Recommendations will become part of the remedial action process and any shortfalls in the equipment, maintenance, or improvement and modernization of the facilities will be incorporated into the Multi-Year Strategy and Program Management Plan.

Provided below is additional information that can be used to determine alternate relocation capabilities during the planning phase:

- **HOT SITE-** A hot site is a building already equipped with processing capability and other services. Operational standby facilities require a subscription contract and charge various fees. Normally, a three-or five-year contract is negotiated and includes specific hardware configurations with detailed communications requirements, which must be updated when changes occur.
- **COLD SITE-** A cold site is a building for housing processors that can be easily adapted for use. Vendor contracts should be in place to make the facility operational in a short period of time.
- **REDUNDANT SITE-** A redundant site is a site equipped and configured exactly like the primary site.
- **RECIPROCAL AGREEMENT-** A reciprocal agreement is a formal agreement that allows for two organizations to back-up each other. The agreement is usually with an external agency. Although low development and maintenance cost are the principal advantage to this alternative, consideration must be given to establishing an agreement with an organization that will not be affected by the same disaster.
- **HYBRIDS-** Any combination of the above, such as having a hot site as a back-up in case a redundant or reciprocal agreement site is damaged by the same or a separate event.

FILE ARCHIVE - Attachments

Staff Relocation Placement.doc Staff Relocation Plan

ANNEX C
MISSION-ESSENTIAL FUNCTIONS

Instructions: Mission-essential functions must be determined and prioritized. The performance of highest priority items will need to be resumed as quickly as possible and should be grouped under Item 1, below. The template allows for both a second tier of items grouped under Item 2, and a third tier under Item 3. If you need more than three groupings, additional item numbers can be added at your discretion.

Mission Essential Functions

Mission Essential Functions for Denver American Red Cross/Mile High Chapter

1. Mission-essential functions that must be performed, given a **One Day** disruption (from highest to lowest priority):
 - Continuation of functions listed under 4-hour scenario
 - 24/7 contact with the public
 - Continue responding to disasters
 - Continue AFES casework
 - Continue ongoing disaster casework
 - Ensure the availability of Funds
 - Procure rental equipment for alternate facility
 - Issue additional cell phones
 - Issue additional pagers as needed
 - Provide management oversight to Chapter operations
 - Communications and support to Board of Directors
 - Ensure the availability of funds
 - Cancel all community scheduled classes at HQ and Service Centers
 - Provide for and restore access to critical data resources required by the Chapter to carry out service delivery operations. Data resources include but are not limited to email; contents of all shared network file storage; Blackbaud databases and any other data resources deemed to be critical to restoring operations. **Providing access to these resources in the event of displacement/relocation will require the commensurate hardware, software, and facility infrastructure to allow for access to the data.**
 - Notify clients/vendors of cancelled trips
 - Notify outside groups, including Metro Volunteers, of building unavailability.
 - Process payroll
 - Benefit questions for medical coverage. Provider and program administrator contact information in the "go kit"

- Worker Compensation claims and assistance
- Emergency contacts to families
- Set up in-bound contact and information line for employees

Note: After one day of emergency operations, either normal operations must be reinstated or emergency operations must ensure the functions listed in #2 below are performed.

2. Mission-essential functions that must be performed, given a disruption of greater than **One Day**, but less than **One Week** (from highest to lowest priority):

- Continuation of functions listed under Tier #1
- Continue International casework
- Receive mail
- Continue outbound mail
- Provide voice mail
- Receive, store and distribute building supplies
- Issue CAC Passwords and cards
- Arrange for janitorial services of alternate facility
- Provide fixtures for alternate facility
- Cancel any scheduled Call Center trainings/events to include notification of National Response Center Network.
- Donation Processing
- Banking
- Cancel all upcoming events/trainings

Note: After one week of emergency operations, either normal operations must be reinstated or emergency operations must ensure the functions listed in #3 below are performed.

3. Mission-essential functions that must be performed, given a disruption of greater than **One Week**, but less than **One Month** (from highest to lowest priority):

- Continuation of functions listed under Tier #1 and #2
- Continuation of functions listed under 2 week scenario
- DSHR recruitment and deployment
- Disaster Training
- Community Disaster Education

- Payment to vendors
- Produce Financial Statements
- Payments to vendors
- Produce financial statements
- Invoicing for H&S/Transportation
- Operate phones. Necessary to schedule, update information, cancel / add trips & dispatch. If possible, phones should be forwarded.
- Dispatch. Necessary to get appts completed. All keys, radios and chargers must be retrieved from facility.
- Drive. Vehicles must be retrieved from facility, or if possible dispatched from parking lot.
- Collaborate with community partners. Necessary to continue into second day.
- Invoicing for H&S/Transportation

Note: After 30 days of emergency operations, all functions should be resumed at normal operations level.

4. Mission essential functions that must be performed given a disruption greater than one week, but less than two weeks
 - Process payments
 - Support for all communications efforts with any and all collateral material needed for informational or departmental support needs.
 - Receipt of payments

5. Mission-essential functions that must be performed, given a 4-hour disruption.
 - On-going communication with constituent audiences including media, staff, volunteers, donors, general public
 - Support for all communications efforts with on going web site informational updates and departmental support updates.
 - Support for all communications efforts with any and all collateral material needed for informational or departmental support needs.
 - Provide for the safety and security of alternate facility
 - Secure Chapter HQ facility
 - Notify Division 1 Vice President, Jim Hamilton, of disruption

<i>Mission-essential Function</i>	<i>Organizational Unit</i>	<i>Number of Personnel and Positions</i>	<i>Resources, Equipment, Systems, OR Vital Records/Database</i>
Continuation of functions listed under 4-hour scenario	American Red Cross/Mile High Chapter		
24/7 contact with the public	Administration	1	Calls can be transferred to Louisville, KY
Continue responding to disasters	Response	1	access to material resources including health services kit, access to server for database information, CAC cards, D.O.'s (regular and CLC), cell phone, computer with internet/e-mail access, printer, fax, copier, passwords
Continue AFES casework	Response	1	Can be transferred off-site to Louisville, KY-phone
Continue ongoing disaster casework	Response	1	Computer with internet access, cell phone, CAC cards, D.O.'s, resource guide, copier, printer, fax, access to passwords
Procure rental equipment for alternate facility	Administration	1	access to vendor information
Issue additional cell phones	IT Manager	1	phones, computer with internet access.

<i>Mission-essential Function</i>	<i>Organizational Unit</i>	<i>Number of Personnel and Positions</i>	<i>Resources, Equipment, Systems, OR Vital Records/Database</i>
Issue additional pagers as needed	IT Manager	1	vendor information, telephone (land or cell)
Provide management oversight to Chapter operations	Executive Offices	4	1 computer with internet and network access, 3 phones/Blackberrys, printer
Communications and support to Board of Directors	Executive Offices	1	1 computer with internet and network access, 1 phone (land or cell), printer
Ensure the availability of funds	Fund Development	5	DB functionality - Convio and Raisers Edge The DFRAP Internet / Web-site access Drive-away kits (contents TBD) Network Drive Access; 4 computers Telephone communication (cell, land) Contact List/ call down process Direct Mail
Cancel all community scheduled classes at HQ and Service Centers	Health and Safety	1	CHERS, 1 telephone (land or cell)

<i>Mission-essential Function</i>	<i>Organizational Unit</i>	<i>Number of Personnel and Positions</i>	<i>Resources, Equipment, Systems, OR Vital Records/Database</i>
<p>Provide for and restore access to critical data resources required by the Chapter to carry out service delivery operations. Data resources include but are not limited to email; contents of all shared network file storage; Blackbaud databases and any other data resources deemed to be critical to restoring operations. Providing access to these resources in the event of displacement/relocation will require the commensurate hardware, software, and facility infrastructure to allow for access to the data.</p>	IT	Laptops, printers, network switch, broadband internet connection	<p>CHERSEmail : a copy of the exchange database including any transaction logs that haven't been committed to the db. *A Windows 2003 Domain controller with a replica of our current AD infrastructure. *server h/w capable of running Microsoft Exchange 2003 *facility to house server and/or AIT-3 compatible tape device to restore data from. If co-located, facility must provide adequate internet access to access server from the field. If not co-located, facility must have at least a broadband internet connection.</p> <p>Shared Network File Storage: *a copy of the data on back-up tape or directly replicated to a co-lo site. *Windows 2003 DC could also serve as a file server *Same facility requirements as Email server</p> <p>Blackbaud Databases :⁴⁷ *a copy of the current Blackbaud data from the</p>

<i>Mission-essential Function</i>	<i>Organizational Unit</i>	<i>Number of Personnel and Positions</i>	<i>Resources, Equipment, Systems, OR Vital Records/Database</i>
Notify clients/vendors of cancelled trips	Transportation	1	phone, access to computer and network
Notify outside groups, including Metro Volunteers, of building unavailability.	Administration	1	Access to reservation books, contact phone numbers to include after hours information for Metro Volunteers.
Process payroll	Human Resources & Volunteer Administration	1	Access to web
Benefit questions for medical coverage. Provider and program administrator contact information in the "go kit"	Human Resources & Volunteer Administration	2	Access to web
Worker Compensation claims and assistance	Human Resources & Volunteer Administration	2	Access to Web. Designated providers list and claims administrator contact information in "go kit"
Emergency contacts to families	Human Resources & Volunteer Administration	2	Emergency contact information in "go kit"
Set up in-bound contact and information line for employees	Human Resources & Volunteer Administration	2	Access to voice data server
Continue International casework	Response	1	can be transferred off-site to Louisville, KY
Receive mail	Administration	2	calculator, deposit, endorsement stamp
Continue outbound mail	Administration	1	stamps or mailing equipment

<i>Mission-essential Function</i>	<i>Organizational Unit</i>	<i>Number of Personnel and Positions</i>	<i>Resources, Equipment, Systems, OR Vital Records/Database</i>
Provide voice mail	Administration	1	access to voice mail system
Receive, store and distribute building supplies	Administration	1	Computer with internet access
Issue CAC Passwords and cards		1	1 computer with internet access, access to CAC cards
Arrange for janitorial services of alternate facility	Administration	1	Vendor information
Provide fixtures for alternate facility	Administration	1	Vendor information
Cancel any scheduled Call Center trainings/events to include notification of National Response Center Network.	Response	1	Phone (land or cell)
Donation Processing	Finance	1	Access to Financial - Raisers Edge / Computer w/Internet / Printer / Telephone / Check Scanner
Banking	Finance	1	Access to Financial / Raisers Edge / Computer w/Internet / Printer / Telephone / Check Scanner
Cancel all upcoming events/trainings	VISTA	1	phone (land or cell), computer ??
Continuation of functions listed under 2 week scenario	American Red Cross/Mile High Chapter		

<i>Mission-essential Function</i>	<i>Organizational Unit</i>	<i>Number of Personnel and Positions</i>	<i>Resources, Equipment, Systems, OR Vital Records/Database</i>
DSHR recruitment and deployment	Response	1	Access to web based DSHR system, Staff Cards, computer with internet/e-mail, cell phone, printer, copier, fax
Disaster Training	Response	1	Course materials (via FedEx Office doc store), access to database, access to, phone, computer with internet, printer, copier, fax, passwords, TV/VCR
Community Disaster Education	Response	1	Access to server for databases, computer, cell phone
Payment to vendors	Finance	1	Access to Financial Edge / Computer / Printer / Telephone
Produce Financial Statements	Finance	1	Access to Financial / Raisers Edge / Computer w/Internet / Printer / Telephone
Invoicing for H&S/Transportation	Finance	1	Access to Financial Edge / Computer w/Internet / Printer / Telephone

<i>Mission-essential Function</i>	<i>Organizational Unit</i>	<i>Number of Personnel and Positions</i>	<i>Resources, Equipment, Systems, OR Vital Records/Database</i>
Operate phones. Necessary to schedule, update information, cancel / add trips & dispatch. If possible, phones should be forwarded.	Transportation	2	2 phones, 2 computer workstations with network and internet access, pens & paper, fax
Dispatch. Necessary to get appts completed. All keys, radios and chargers must be retrieved from facility.	Transportation	1	7 nextel radios, chargers and all keys in lockbox
Drive. Vehicles must be retrieved from facility, or if possible dispatched from parking lot.	Transportation	1	All vehicles including keys
Collaborate with community partners. Necessary to continue into second day.	Transportation	1	Email, printer & fax (can be shared)
Invoicing for H&S/Transportation	Finance	1	Access to Financial Edge / Computer w/Internet / Printer / Telephone
Process payments	Administration	1	Access to purchasing card number
Support for all communications efforts with any and all collateral material needed for informational or departmental support needs.	Marketing	1	one computer loaded with web and design specific software, internet access, telephone, color printer, copier.
Receipt of payments	Finance	1	Access to Financial Edge / Computer w/Internet / Printer / Telephone / Check Scanner

<i>Mission-essential Function</i>	<i>Organizational Unit</i>	<i>Number of Personnel and Positions</i>	<i>Resources, Equipment, Systems, OR Vital Records/Database</i>
On-going communication with constituent audiences including media, staff, volunteers, donors, general public	Communications	1	one phone, (cell or land), one laptop computer with internet access
Support for all communications efforts with on going web site informational updates and departmental support updates.	Marketing	1	one computer loaded with web and design specific software, internet access, telephone. (cell or land)
Support for all communications efforts with any and all collateral material needed for informational or departmental support needs.	Marketing	1	one computer loaded with web and design specific software, internet access, telephone (land or cell), color printer, copier.
Provide for the safety and security of alternate facility	Administration	1	
Secure Chapter HQ facility	Administration	1	Access to security system software
Notify Division 1 Vice President, Jim Hamilton, of disruption	Executive Offices	1	



ANNEX D
ORDERS OF SUCCESSION

**Orders of Succession for Denver American Red Cross/Mile High Chapter
Leadership Succession for CEO**

Primary:

Leadership Succession for COOP Relocation Team Chief:

Primary:

Leadership Succession for COOP Support Team Chief:

Primary: The following positions, listed by title in order of precedence, are the designated successors:

1)

Leadership Succession for COOP Planning Team Chief:

Primary:

The following positions, listed by title in order of precedence, are the designated successors:

1)

ANNEX E
DELEGATIONS OF AUTHORITY

MEMORANDUM

TO:

FROM:

DATE:

SUBJECT: Delegation of Authority

The authority to take actions listed below is hereby delegated to you in your respective positions in the Denver American Red Cross/Mile High Chapter to the incumbents of the positions designated herein. This delegation is effective as of Plan Not Yet Active.

ALL AUTHORITY HEREBY DELEGATED SHALL BE EXERCISED IN ACCORDANCE WITH APPLICABLE LAWS, RULES, ADMINISTRATIVE DIRECTIVES, AND BUDGET ALLOCATIONS. THIS AUTHORITY CANNOT BE RE-DELEGATED.

List tasks to be covered in this delegation (examples listed below) and to whom those delegations will be made:

- Travel authorization –
- Leave authorization –
- Purchase requisitions/spending authority –
- Execution of Contractual agreements –

Authorized Signature:
American Red Cross Mile High Chapter

ANNEX F
ALERT NOTIFICATION PROCEDURES AND
LIST OF KEY STAFF

Notification Procedures

The CEO will notify the COOP Relocation Team (CRT) Chief to activate the COOP. Upon notification to activate the Denver American Red Cross/Mile High Chapter COOP Plan, the CRT Team Chief will perform the following duties:

- Contact the key staff members identified in this annex, informing them of the current situation and that the COOP Plan is being activated.
- Notify the Alternate Facility Manager of the appropriate alternate facility regarding the activation of the Denver American Red Cross/Mile High Chapter COOP Plan.
- Notify the appropriate Emergency Management Officials that an emergency activation or anticipated activation of the Denver American Red Cross/Mile High Chapter COOP Plan is expected or in progress.
- Notify the appropriate Emergency Support Function Emergency Coordinating Officer that an emergency relocation of the Denver American Red Cross/Mile High Chapter primary facility is anticipated or is in progress.
- Report the progress of the notification process to the CEO.

Once the COOP is activated, the key staff members will contact their staffs - (CRT and non-CRT members) using the following procedures:

- Attempt to call each person in his or her chain-of-command and relay the information and guidance provided by the CRT Team Chief.
- Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, the key staff members will leave a message, send a page, or use any other method of communications available to make contact.
- Report status of cascade, including names of personnel not contacted, to the CRT Team Chief.
- The Department Head will notify the COOP Relocation Team (CRT) Chief to activate the COOP Plan.
- Upon notification to activate the COOP Plan, the CRT Team Chief will perform the following duties:

1. Contact the key staff members identified within this annex, informing them of the current situation and that the COOP Plan is being activated.
 2. Notify the Alternate Facility Manager of the appropriate alternate facility regarding the activation of the COOP Plan.
 3. As needed, notify the local and/or state Emergency Operations Center that an emergency activation or anticipated activation of the COOP Plan is expected or in progress.
 4. Notify the appropriate Emergency Support Function Emergency Coordinating Officer that an emergency relocation of the primary facility is anticipated or is in progress.
 5. Report the progress of the notification process to the Department Head.
- Once the COOP is activated, the key staff members will contact their staffs (CRT and non-CRT members) using the following procedures:
 1. Attempt to call each person in his or her chain-of-command and relay the information and guidance provided by the CRT Chief.
 2. Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, the key staff members will leave a message, send a page, or use any other method of communications available to make contact.
 3. Report status of cascade, including names of personnel not contacted, to the CRT Team Chief.

ANNEX G
VITAL RECORDS

Vital Records Background Information

The following checklist can be used when determining which vital records are critical to ensure continuation of mission-essential functions.

- Storage of duplicate records off-site.
- Back-up off-site of electronic records and databases.
- Pre-position vital records and databases at the alternate facility prior to deployment.
- The COOP Plan should describe a maintenance program to assure the records are accurate, current, and frequently updated.
- Identifying vital records, systems, and data (hard copy and electronic) critical to performing functions.
- Assuring availability of emergency operating records.
- Ensuring back-up for legal and financial records.

Additional Recommendations

- Ensure backup copies of vital records and databases, both paper and electronic, are maintained, updated, and stored in a secure off-site location. Ensure that the Management Plan, which prescribes the maintenance program to ensure that records are accurate and current, is frequently updated. The Management Plan also identifies vital records, systems, and data (hard copy and electronic) critical to performing mission-essential functions. The Plan provides for ensuring availability of emergency operating records and ensuring back-up for legal and financial records. The Record Management Plan is highlighted below:
 - Maintain current copies of vital records essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure off-site location. Included are:
 - Emergency plans and directives
 - Orders of succession
 - Delegations of authority
 - Staff Roster
 - Staffing assignments
 - Related records of a policy or procedural nature that provide the American Red Cross Mile High Chapter staff with guidance and information resources necessary for conducting operations during any emergency, and for resuming formal operations at its conclusion.
 - Maintain current copies of vital records critical to carrying out an organization's essential legal and financial functions and activities, and protecting the legal and financial rights of individuals directly affected by its activities in a secure off-site location. Included are records having such value that their loss would significantly impair the conduct of essential American Red Cross Mile High Chapter functions, to the detriment of the legal or

financial rights or entitlements of the organization or of the affected individuals. Examples of this category of vital records are:

- Accounts receivable
- Contracting and acquisition files
- Official personnel files
-
- Payroll
-
-
- Property management and inventory records

Protection, duplication, and movement - Identify policies in place to restrict how the information is guarded, procedures for duplication, how the information is backed-up and stored, and how the material is distributed.

Location - Where are the vital records/systems/data currently located? Where are the back-up records/systems/data located? Are records in electronic or hard copy format? Can records be accessed from an alternate site if the primary site is inaccessible?

Accuracy and currency of records - Are records up to date? On what date was the records/systems/data last reviewed/updated?

ANNEX H
DRIVE-AWAY-KITS

Drive-Away Kit Contents

<u>Health & Safety Drive Away Kit</u>	<u>Quantities</u>
Other:	
1. Hard copy of volunteer instructor's contact information	1
2. Hard copy of door codes for all facilities	1
3. Hard copy of AP contact list	1
4. Hard copy of Full Service Contact Services Schedule	1
5. Hard copy of all Staff (full time and part time) phone #s.	1

<u>Human Resource Drive Away Kit</u>	<u>Quantities</u>
Other:	
1. A list of employees by department and service center separation	1
2. Phone numbers for emergency contacts of employees	1
3. A list of employees or volunteers needing special assistance	1
4. A list of internal phone numbers and locations of phones	1
5. Locations of and instructions for mechanical systems	1
Supplies:	
1. A first aid kit	1

ANNEX I
ALTERNATE FACILITY COMMUNICATIONS

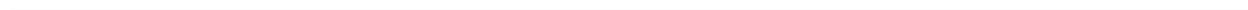
ALTERNATE FACILITY TELECOMMUNICATIONS CAPABILITIES

The table below indicates the modes of communication that have been identified as currently existing and/or that must be transported for the American Red Cross Mile High Chapter Alternate Facility.

- Column 1 lists telecommunications capabilities that are available at the alternate facility in order of priority.
- Columns 2 and 3 denote whether the communications function is internal to the organization only, external only, or if it is used both internally and externally.
- Column 4 identifies whether the communications functions can be used outside of the alternate facility as a mobile communications capability.
- Column 5 identifies whether or not the function has security measures in place.

Alternate facility telecommunications capabilities for Denver American Red Cross/Mile High Chapter

South Service Center				
(1) COMMUNICATIONS FUNCTION	(2) INTERNAL USE	(3) EXTERNAL USE	(4) MOBILE CAPABILITY	(5) SECURE



ANNEX J
SECURITY AND ACCESS CONTROLS

Security and Access Controls Information for Denver American Red Cross/Mile High Chapter

OPERATIONAL SECURITY

The following provisions for ensuring the operational security of the American Red Cross Mile High Chapter COOP program have been incorporated into the COOP Plan:

PLEASE VERIFY/INSERT ADDITIONAL AMERICAN RED CROSS MILE HIGH CHAPTER-SPECIFIC OPERATIONAL SECURITY MEASURES HERE, e.g., measures in place to ensure that COOP plans are not distributed outside the American Red Cross Mile High Chapter.

ACCESS CONTROLS

The following access control measures are in place to restrict access to the primary and alternate facilities to employees and critical customers:

PHYSICAL SECURITY

The following physical security measures are in place at the primary and alternate facilities:

COMMUNICATIONS AND INFORMATION SYSTEMS/CYBER SECURITY

The following measures are in place to send and receive secure communications from the primary and alternate facilities:

The following information systems/cyber security measures are in place at the primary and alternate facilities:

AUGMENTATION OF SECURITY LEVELS BASED ON THREAT

In order to be prepared to augment security levels based on changing or escalating threats during terrorist attacks or threats of attacks, the American Red Cross Mile High Chapter will follow the procedures identified below that follow the Department of Homeland Security's Homeland Security Advisory System (HSAS). HSAS is an index including five Threat Condition Levels that indicate the threat of a terrorist attack on U.S. interests according to intelligence gathered

from federal, state, and local sources. HSAS shall be binding on the executive branch and suggested, although voluntary, to other levels of government and the private sector. There are five Threat Conditions Levels, each identified by a description and corresponding color. The table below describes the Threat Conditions.

Red Severe Condition	<p>Severe risk of terrorist attacks.</p> <p>In addition to the previously outlined Protective Measures, the following may be applied:</p> <ol style="list-style-type: none"> 1. Assigning emergency response personnel and pre-positioning specially trained teams; 2. Monitoring, redirecting, or constraining transportation systems; 3. Closing public and government facilities; and 4. Increasing or redirecting personnel to address critical emergency needs.
Orange High Condition	<p>High risk of terrorist attacks.</p> <p>In addition to the previously outlined Protective Measures, the following may be applied:</p> <ol style="list-style-type: none"> 1. Coordinating necessary security efforts with armed forces or law enforcement agencies; 2. Taking additional precaution at public events; 3. Preparing to work at an alternate site or with a dispersed workforce; and 4. Restricting access to essential personnel only.
Yellow Elevated Condition	<p>Significant risk of terrorist attacks.</p> <p>In addition to the previously outlined Protective Measures, the following may be applied:</p> <ol style="list-style-type: none"> 1. Increasing surveillance of critical locations; 2. Coordinating emergency plans with nearby jurisdictions; 3. Assessing further refinement of Protective Measures within the context of the current threat information; and 4. Implementing, as appropriate, contingency and emergency response plans.
Blue Guarded Condition	<p>General risk of terrorist attack.</p> <p>In addition to the previously outlined Protective Measures, the following may be applied:</p> <ol style="list-style-type: none"> 1. Checking communications with designated emergency response or command locations; 2. Reviewing and updating emergency response procedures; and 3. Providing the public with necessary information.
Green Low Condition	<p>Low risk of terrorist attacks.</p> <p>The following Protective Measures may be applied:</p> <ol style="list-style-type: none"> 1. Refining and exercising preplanned Protective Measures; 2. Ensuring personnel receive training on HSAS, departmental, or Denver American Red Cross/Mile High Chapter specific Protective Measures; and 3. Regularly assessing facilities for vulnerabilities and taking measures to reduce them.

ANNEX K
FAMILY DISASTER PLAN

**THE FOLLOWING SERVES AS AN EXAMPLE OF A FAMILY DISASTER PLAN
IT CAN BE MODIFIED TO FIT THE AMERICAN RED CROSS MILE HIGH CHAPTER**

Your Family Disaster Plan^[1]

Disaster can strike quickly and without warning. It can force you to evacuate your neighborhood or confine you to your home. What would you do if basic services -- water, gas, electricity or telephones -- were cut off? Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away. Families can -- and do -- cope with disasters by preparing in advance and working together as a team. Follow the steps listed below to create your family's disaster plan. Knowing what to do is your responsibility for your best protection.

Four Steps to Safety

1. Find Out What Could Happen to You

- Contact your local Red Cross chapter or emergency management office -- be prepared to take notes.
- Ask what types of disasters are most likely to happen. Request information on how to prepare for each.
- Learn about your community's warning signals: what they sound like and what you should do when you hear them.
- Ask about animal care after disaster. Animals may not be allowed inside emergency shelters due to health regulations.
- Find out how to help elderly or disabled persons, if needed.
- Find out about the disaster plans at your workplace, your children's school or day-care center, and other places where your family spends time.

2. Create a Disaster Plan

- Meet with your family and discuss why you need to prepare for disasters. Explain the dangers of fire, severe weather, and earthquakes to children. Plan to share responsibilities and work together as a team.
- Discuss the types of disasters that are most likely to happen. Explain what to do in each case.
- Pick two places to meet:
 - Right outside your home in case of a sudden emergency, like a fire.
 - Outside your neighborhood in case you can't return home.Everyone must know the locations address and phone number.
- Ask an out-of-state friend to be your "family contact." After a disaster, it's often easier to call long distance. Other family members should call this person and tell them where they are. Everyone must know your contact's phone number.
- Discuss what to do in an evacuation. Plan how to take care of your pets.

3. Complete this Checklist

- Post emergency telephone numbers by phones (fire, police, ambulance, etc.).
- Teach children how and when to call 9-1-1 or your local Emergency Medical Services number for emergency help.
- Show each family member how and when to turn off the water, gas, and electricity at the main switches.
- Check if you have adequate insurance coverage.
- Teach each family member how to use the fire extinguisher and show them where it's kept.
- Install smoke detectors on each level of your home, especially near bedrooms.
- Conduct a home hazard hunt.
- Stock emergency supplies and assemble a Disaster Supplies Kit.
- Take a Red Cross first aid and CPR class.
- Determine the best escape routes from your home. Find two ways out of each room.
- Find the safe spots in your home for each type of disaster.

4. Practice and Maintain Your Plan

- Quiz your children every six months so they remember what to do.
- Conduct fire and emergency evacuation.
- Replace stored water every three months and stored food every six months.
- Test and recharge your fire extinguisher(s) according to manufacturer's instructions.
- Test your smoke detectors monthly and charge the batteries at least once a year.

Neighbors Helping Neighbors

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

Home Hazard Hunt

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

Evacuation

- Evacuate immediately if told to do so.
- Listen to your battery-powered radio and follow the instructions of local emergency officials.
- Wear protective clothing and sturdy shoes.
- Take your Disaster Supplies Kit.
- Lock your home.
- Use travel routes specified by local authorities; don't use shortcuts because certain areas may be impassable or dangerous.

If You are Sure You Have Time:

- Shut off water, gas, and electricity before leaving, if instructed to do so.
- Post a note telling others when you left and where you are going.
- Make arrangements for your pets.

Emergency Supplies

Keep enough supplies in your home to meet your needs for at least three days. Assemble a Disaster Supplies Kit with items you may need in an evacuation. Store these supplies in sturdy, easy-to-carry containers such as back-packs, duffle bags, or covered trash containers. Include:

- A three-day supply of water (one gallon per person per day) and food that won't spoil.
- One change of clothing and footwear per person, and one blanket or sleeping bag per person.
- A first-aid kit that includes your family's prescription medications.
- Emergency tools including a battery-powered radio, flashlight, and plenty of extra batteries.
- An extra set of car keys and a credit card, cash, or traveler's checks.
- Sanitation supplies.
- Special items for infant, elderly, or disabled family members.
- An extra pair of glasses.
- Keep important family documents in a waterproof container. Keep a smaller kit in the trunk of your car.

Utilities

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

If Disaster Strikes

Remain calm and patient. Put your plan into action.

- Check for injuries.
- Give first aid and get help for seriously injured people.
- Listen to your battery-powered radio for news and instructions.
- Evacuate, if advised to do so. Wear protective clothing and sturdy shoes. Check for damage in your home.
- Use flashlights -- do not light matches or turn on electrical switches, if you suspect damage.
- Sniff for gas leaks, starting at the water heater. If you smell gas or suspect a leak, turn off the main gas valve, open windows, and get everyone outside quickly.
- Shut off any other damaged utilities. (You will need a professional to turn gas back on.)
- Clean up spilled medicines, bleaches, gasoline, and other flammable liquids immediately.

Remember To

- Confine or secure your pets.
- Call your family contact -- do not use the telephone again unless it is a life-threatening emergency.
- Check on your neighbors, especially elderly or disabled persons.
- Make sure you have an adequate water supply in case service is cut off.
- Stay away from downed power lines.

Pets and Disasters: Get Prepared

The following information has been prepared by the Humane Society of the United States in cooperation with the American Red Cross. Our pets enrich our lives in more ways than we can count. In turn, they depend on us for their safety and well-being. Here's how you can be prepared to protect your pets when disaster strikes.

Be Prepared With a Disaster Plan

The best way to protect your family from the effects of a disaster is to have a disaster plan. If you are a pet owner, that plan must include your pets. Being prepared can save their lives.

Different disasters require different responses. But whether the disaster is a hurricane or a hazardous spill, you may have to evacuate your home. In the event of a disaster and if you must evacuate, the most important thing you can do to protect your pets is to evacuate them, too. Leaving pets behind, even if you try to create a safe place for them, is likely to result in their being injured, lost, or worse. So prepare now for the day when you and your pets may have to leave your home.

1. Have a Safe Place to Take Your Pets

Red Cross disaster shelters cannot accept pets because of states' health and safety regulations and other considerations. Service animals that assist people with disabilities

are the only animals allowed in American Red Cross shelters. It may be difficult, if not impossible, to find shelter for your animals in the midst of a disaster, so plan ahead. Do not wait until disaster strikes to do your research.

- Contact hotels and motels outside your immediate area to check policies on accepting pets and restrictions on number, size, and species. Ask if "no pet" policies could be waived in an emergency. Keep a list of "pet friendly" places, including phone numbers, with other disaster information and supplies. If you have notice of an impending disaster, call ahead for reservations.
- Ask friends, relatives, or others outside the affected area whether they could shelter your animals. If you have more than one pet, they may be more comfortable if kept together, but be prepared to house them separately.
- Prepare a list of boarding facilities and veterinarians who could shelter animals in an emergency; include 24-hour phone numbers.
- Ask local animal shelters if they provide emergency shelter or foster care for pets in a disaster. Animal shelters may be overburdened caring for the animals they already have as well as those displaced by a disaster, so this should be your last resort.

2. Assemble a Portable Pet Disaster Supplies Kit

Whether you are away from home for a day or a week, you'll need essential supplies. Keep items in an accessible place and store them in sturdy containers that can be carried easily (duffle bags, covered trash containers, etc.). Your pet disaster supplies kit should include:

- Medications and medical records (stored in a waterproof container) and a first aid kit.
- Sturdy leashes, harnesses, and/or carriers to transport pets safely and ensure that your animals can't escape.
- Current photos of your pets in case they get lost.
- Food, potable water, bowls, cat litter/pan and can opener.
- Information on feeding schedules, medical conditions, behavior problems and the name and number of your veterinarian in case you have to foster or board your pets.
- Pet beds and toys, if easily transportable.

3. Know What to Do as a Disaster Approaches

Often, warnings are issued hours, even days, in advance. At the first hint of disaster, act to protect your pet.

- Call ahead to confirm emergency shelter arrangements for you and your pets.
- Check to be sure your pet disaster supplies are ready to take at a moment's notice.
- Bring all pets into the house so that you won't have to search for them if you have to leave in a hurry.
- Make sure all dogs and cats are wearing collars and securely fastened, up-to-date, identification. Attach the phone number and address of your temporary shelter, if you know it, or of a friend or relative outside the disaster area. You can buy temporary tags or put adhesive tape on the back of your pet's ID tag, adding information with an indelible pen.

You may not be home when the evacuation order comes. Find out if a trusted neighbor would be willing to take your pets and meet you at a pre-arranged location. This person should be comfortable with your pets, know where your animals are likely to be, know where your pet disaster supplies kit is kept, and have a key to your home. If you use a pet sitting service, they may be available to help, but discuss the possibility well in advance.

Planning and preparation will enable you to evacuate with your pets quickly and safely. But bear in mind that animals react differently under stress. Outside your home and in the car, keep dogs securely leashed. Transport cats in carriers. Don't leave animals unattended anywhere they can run off. The most trustworthy pets may panic, hide, attempt to escape or even bite or scratch. And, when you return home, give your pets time to settle back into their routines. Consult your veterinarian if any behavior problems persist.

Caring for Birds in an Emergency

Birds should be transported in a secure travel cage or carrier. In cold weather, wrap a blanket over the carrier and warm up the car before placing birds inside. During warm weather, carry a plant mister to mist the birds' feathers periodically. Do not put water inside the carrier during transport. Provide a few slices of fresh fruits and vegetables with high water content. Have a photo for identification and leg bands. If the carrier does not have a perch, line it with paper towels and change them frequently. Try to keep the carrier in a quiet area. Do not let the birds out of the cage or carrier.

About Other Pets

Reptiles: Snakes can be transported in a pillowcase but they must be transferred to more secure housing when they reach the evacuation site. If your snakes require frequent feedings, carry food with you. Take a water bowl large enough for soaking as well as a heating pad. When transporting house lizards, follow the same directions as for birds.

Pocket Pets: Small mammals (hamsters, gerbils, etc.) should be transported in secure carriers suitable for maintaining the animals while sheltered. Take bedding materials, food bowls, and water bottles.

A Final Word

If you must evacuate, do not leave your animals behind. Evacuate them to a prearranged safe location if they cannot stay with you during the evacuation period. (Remember, pets are not allowed in American Red Cross shelters.) If there is a possibility that disaster may strike while you are out of the house, there are precautions you can take to increase your pets' chances of survival, but they are not a substitute for evacuating with your pets. For more information, contact The Humane Society of the United States, Disaster Services, 2100 L Street NW, Washington, DC 20037.

In the Statement of Understanding, The American Red Cross recognizes The Humane Society of the United States as the nation's largest animal protection organization

responsible for the safety and well-being of animals, including disaster relief. The American Red Cross is committed to transforming the caring and concern of the American people into immediate action.

Your Family Disaster Supplies Kit

Disasters happen anytime and anywhere. And when disaster strikes, you may not have much time to respond. A highway spill or hazardous material could mean evacuation. A winter storm could confine your family at home. An earthquake, flood, tornado, or any other disaster could cut water, electricity, and telephones -- for days.

After a disaster, local officials and relief workers will be on the scene, but they cannot reach everyone immediately. You could get help in hours, or it may take days. Would your family be prepared to cope with the emergency until help arrives?

Your family will cope best by preparing for disaster before it strikes. One way to prepare is by assembling a Disaster Supplies Kit. Once disaster hits, you won't have time to shop or search for supplies. But if you've gathered supplies in advance, your family can endure an evacuation or home confinement.

To Prepare Your Kit

- Review the checklist in this brochure.
- Gather the supplies that are listed. You may need them if your family is confined at home.
- Place the supplies you'd most likely need for an evacuation in an easy-to-carry container.
- There are six basics you should stock for your home: water, food, first aid supplies, clothing and bedding, tools and emergency supplies, and special items. Keep the items that you would most likely need during an evacuation in an easy-to carry container.
- Possible containers include:
 - a large, covered trash container
 - a camping backpack; or
 - a duffle bag

Water

- Store water in plastic containers, such as soft drink bottles. Avoid using containers that will decompose or break, such as milk cartons or glass bottles. A normally active person needs to drink at least two quarts of water each day. Hot environments and intense physical activity can double that amount. Children, nursing mothers, and ill people will need more.
- Store one gallon of water per person.
- Keep at least a three-day supply of water per day (two quarts for drinking, two quarts of water for each person in your household for food preparation/sanitation.)

Food

- Store at least a three-day supply of non-perishable food.
- Select foods that require no refrigeration, preparation, or cooking and little or no water.
- If you must heat food, pack a can of sterno.
- Select food items that are compact and lightweight.
- Include a selection of the following foods in your Disaster Supplies Kit: Ready-to-eat canned meats, fruits, and vegetables

First-Aid Kit

Assemble a first-aid kit for your home and one for each car. A first-aid kit should include:

- Sterile adhesive bandages in assorted sizes
- Assorted sizes of safety pins
- Cleansing agent/soap
- Latex gloves (2 pair)
- Sunscreen
- 2-inch sterile gauze pads (4-6)
- 4-inch sterile gauze pads (4-6)
- Triangular bandages (3)
- Non-prescription drugs
- 2-inch sterile roller bandages (3 rolls)
- 3-inch sterile roller bandages (3 rolls)
- Scissors
- Tweezers
- Needle
- Moistened towelettes
- Antiseptic
- Thermometer
- Tongue blades (2)
- Tube of petroleum jelly or other lubricant

Non-Prescription Drugs

- Aspirin or non-aspirin pain reliever
- Anti-diarrhea medication
- Antacid (for stomach upset)
- Syrup of Ipecac (use to induce vomiting if advised by the Poison Control Center)
- Laxative
- Activated charcoal (use if advised by the Poison Control Center)

Tools and Supplies

- Mess kits, or paper cups, plates and plastic utensils
- Emergency preparedness manual
- Battery operated radio and extra batteries
- Flashlight and extra batteries
- Cash or traveler's checks, change
- Non-electric can opener, utility knife

- Fire extinguisher: small canister A-B-C type
- Tube tent
- Pliers
- Tape
- Compass
- Matches in a waterproof container
- Aluminum foil
- Plastic storage containers
- Signal flare
- Paper, pencil
- Needles, thread
- Medicine dropper
- Shut-off wrench, to turn off household gas and water
- Whistle
- Plastic sheeting
- Map of the area (for locating shelters)

Sanitation

- Toilet paper, towelettes
- Soap, liquid detergent
- Feminine supplies
- Personal hygiene items
- Plastic garbage bags, ties (for personal sanitation uses)
- Plastic bucket with tight lid
- Disinfectant
- Household chlorine bleach

Clothing and Bedding

- At least one complete change of clothing and footwear per person
- Sturdy shoes or work boots
- Rain gear
- Blankets or sleeping bags
- Bath towels
- Hat and gloves
- Thermal underwear
- Sunglasses

Special Items

Remember family members with special needs, such as infants and elderly or disabled persons

For Baby

- Formula
- Diapers
- Bottles
- Powdered milk
- Medications

For Adults

- Heart and high blood pressure medication
- Insulin
- Prescription drugs
- Denture needs
- Contact lenses and supplies
- Extra eye glasses

Entertainment

- Games and books

Important Family Documents

Keep these records in a waterproof, portable container:

- Will, insurance policies, contracts deeds, stocks and bonds
- Passports, social security cards, immunization records
- Bank account numbers
- Credit card account numbers and companies
- Inventory of valuable household goods, important telephone numbers
- Family records (birth, marriage, death certificates)

Storing Your Disaster Kit

Store your kit in a convenient place known to all family members. Keep a smaller version of the Disaster Supplies Kit in the trunk of your car.

Keep items in air tight plastic bags. Change your stored water supply every six months so it stays fresh. Replace your stored food every six months. Re-think your kit and family needs at least once a year. Replace batteries, update clothes, etc.

Ask your physician or pharmacist about storing prescription medications.

^[1] From "Family Disaster Plan" developed by the Federal Emergency Management Agency (FEMA) and the American Red Cross.

ANNEX L

DEVOLUTION

DEVOLUTION FOR AMERICAN RED CROSS MILE HIGH CHAPTER

Devolution is the capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to another organization's employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an agency's leadership and staff unavailable or incapable of performing its essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized essential functions are transferred to a pre-identified devolution organization. Agency direction and control of mission essential functions is transferred to the devolution organization site and/or identified personnel.

Devolution planning involves several special issues:

- Personnel at the devolution site must be trained to perform the essential functions to the same level of proficiency as the American Red Cross Mile High Chapter personnel.
- Vital records, documents, and databases must be up to date and available at the devolution site.
- Communications and information management systems must be able to be transferred to the devolution site.
- Delegations of authority planning must include senior personnel at the devolution site.

American Red Cross Mile High Chapter's prioritized mission essential functions which must be carried out in its devolution of authority are identified in Annex C of the Denver American Red Cross/Mile High Chapter COOP.

The pre-identified devolution organization(s) for the American Red Cross Mile High Chapter are . Devolution Triggers, Process, Resources and their Availability, and Restoration guidelines are noted below. The pre-identified Devolution Memorandum is also included within this Annex.

Devolution Triggers:

Pre-devolution preparation begins when staffing levels in one or more critical areas are reduced by 40%. Critical areas are defined as: 1) leadership, 2) communication capabilities, 3) administrative support, and 4) prioritized MEFs. Pre-devolution preparation includes assessment of:

- Available devolution organizations
- Location and availability of resources and information needed to transfer critical operations to the devolution organization
- Approach to notify and train (as needed) devolution organization staff
- Prioritization of mission essential functions necessary to provide continuity of government during the devolution process

Once this assessment is complete, the intended devolution organization should be notified that devolution is likely and transfer of knowledge/resources necessary for devolution should begin.

The key staff members of the devolution organization should also be informed on how to access the American Red Cross Mile High Chapter COOP information within <https://denvermetrocoop.emplans.com>.

Devolution is initiated through the issuance of the Devolution Memorandum. Organizational devolution is triggered when staffing levels are reduced by 60% in one or more critical areas.

Devolution Process:

The COOP Support Team (CST) is responsible for identifying devolution triggers. The CST Chief will keep the CEO informed of the staffing levels in the critical areas and initiate the pre-devolution assessment.

The CST Chief is responsible for deciding when devolution is necessary. The CEO is responsible for working with the CST Chief to issue the Devolution Memorandum and begin actually transferring responsibilities to the devolution organization.

Every attempt will be made to retain expertise and authority through all COOP teams. All available COOP teams will continue to work with and for the new devolution organization in carrying out COOP, devolution, and restoration/reconstitution duties.

Resources and Availability:

All resources necessary for devolution will be retained in American Red Cross Mile High Chapter's on-line COOP and be made available via <https://denvermetrocoop.emplans.com>. The executives and support staff working on devolution will be given access to these resources, and will be trained in the use of available communication tools by the COOP Relocation Team (CRT) Chief.

Restoration (pre-event status):

Because the nature of a catastrophic event that would create the need for devolution is so difficult to predict and may have a wide array of circumstances to respond to, we cannot specify exact measures needed to recover and restore pre-event operations in advance. However, the devolution organization will work with the existing American Red Cross Mile High Chapter staff to identify all actions needed to provide restoration to pre-event conditions. Reconstitution and termination plans as identified in COOP Sections V-8 and VI are available and should be used by the devolution organization.

MEMORANDUM

TO: Highest Ranking Official(s)/

FROM: CEO
American Red Cross Mile High Chapter

DATE:

SUBJECT: Devolution of American Red Cross Mile High Chapter

As of Date/Time, an emergency occurred that required the activation of the American Red Cross Mile High Chapter Continuity of Operations Plan (COOP). As of Date/Time, the emergency has affected staffing to levels such that we can no longer carry out our prioritized mission essential functions and maintain our mandated operations. In order to provide continuity of government operations within Denver American Red Cross/Mile High Chapter, as of Time today I am hereby transferring mission essential function responsibilities as identified in the American Red Cross Mile High Chapter COOP to the . In addition, I am extending all delegations of authority of key actions and responsibilities to the . This delegation is effective as of Date/Time.

Thank you in advance for your assistance as we continue to provide critical services during this challenging time and work to restore full American Red Cross Mile High Chapter operations. Access to all critical American Red Cross Mile High Chapter COOP information, including mission essential functions, delegation responsibilities, and personnel contact lists can be found at: <https://denvermetrocoop.emplans.com>. Username and password access to the COOP information within <https://denvermetrocoop.emplans.com> will be provided under separate cover.

CEO
American Red Cross Mile High Chapter

ANNEX M
TEST, TRAINING, AND EXERCISE

Test, Training, and Exercise

- This plan will be reviewed annually by all COOP Relocation Team (CRT) members and approved by the CEO.
- The CRT Chief will ensure training of all Denver American Red Cross/Mile High Chapter employees on the key aspects of this plan. This training will be conducted at new employee orientation and quarterly staff meetings.
- This plan will be practiced annually by use of a tabletop exercise or a field exercise.
 - Support plans and communications equipment at the Alternate Facility will be tested annually as part of the Test, Training, and Exercise (TT&E).
 - Equipment pre-positioned at the Alternate Facility will be tested annually as part of the TT&E program.
- The exercise will include a test of the alert and notification plan, with and without warning, during duty and non-duty hours.
- The CRT Chief will identify and incorporate lessons learned and remedial actions from exercises into annual revisions of the COOP.

Test, Training, and Exercise Plan and Record for Denver American Red Cross/Mile High Chapter

Event Date: 08/23/2006

Event Type: Training

Event Status: Completed

Event Title: DenverMetroCOOP.org COOP Training

Description:

2nd Phase of COOP Training and Plan Development for Denver UASI COOP Planning Project. Bold Planning Solutions provided COOP Planning guidance and DenverMetroCOOP.org system training.

After Action Report:

Funding:

Event Date: 01/15/2007

Event Type: Training

Event Status: Scheduled

Event Title: All Staff Training

Description:

Train all staff on COOP plan and procedures

After Action Report:

Funding:

ANNEX N
FACILITY EVACUATION

**PLEASE MODIFY TO MEET THE AMERICAN RED CROSS MILE HIGH CHAPTER
NEEDS OR REPLACE WITH EXISTING PROCEDURES**

- **PURPOSE:** To provide specific directions to all staff in the event of an emergency requiring the evacuation of the facility.
- **GENERAL:** This procedure provides for the handling of emergency evacuations of the facility.
- **RESPONSIBILITIES:**
 - The CEO shall identify a line of succession, and recognize a “Safe Room” for sheltering in place in the event that this becomes necessary.
 - The CEO shall be responsible for the following:
 - Monitor the evacuation procedures and insure that all employees are participating.
 - Identify themselves to responding emergency personnel and provide any information or assistance, as requested.
 - Station themselves outside the facility to receive employee check-off lists from Division Heads/Delegates and to coordinate with emergency personnel as necessary.
 - The Division Heads/Delegates shall be responsible for monitoring their sections as follows:
 - Know the status of all assigned staff, (e.g. are they on site, in the field, or on annual leave).
 - Ensure general staff are trained in the evacuation procedures and in dealing with clients and staff who may become confused or panic in an emergency situation.
 - Assign at least two alternate Division Head delegates and keep this assignment list current.
 - Insure all delegates are properly trained in their duties.
 - Obtain check-off lists from Section Chiefs and report employee accountability to the CEO after evacuation.
 - Section managers are responsible for maintaining a check-off list to account for all staff members after evacuation and for reporting their findings to their Division Head/Delegate.

- General staff are responsible for the following:
 - Ensuring handicapped employees and visitors are assisted from the facility.
 - Staff with public visitors should exit the facility with the visitors.
 - Staff must search for and insure that any clients who are in exam rooms, breastfeeding stations, restrooms, etc. evacuate with the staff immediately.
- **PROCEDURE:** Facility evacuation may be ordered by the following mechanisms:

ARC Emergency Response Procedure 11-18-
20041.doc

Emergency Response
Procedures

ANNEX O
STAFF ROSTER

