

# **CONTINUITY OF OPERATIONS PLAN 2002**

## **NATIONAL CAPITAL REGION**



**FOR OFFICIAL USE ONLY**

**This is Revision #2 of the National Capital Region's approved COOP, dated May 20, 2002. It is currently under final review by NCR leadership.**

---

Donald C. Williams  
Regional Administrator  
National Capital Region

**October 29, 2002**

---

## FOREWORD

The General Services Administration has operations that must be performed, or rapidly and efficiently resumed, in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency on our people, our facilities and our mission.

The Services, Staff Offices and Regional Offices have each prepared a site specific Continuity of Operations Plan to ensure that essential operations can be performed during an emergency. These plans are the foundation upon which the GSA COOP is built. The COOPs are important resources in providing essential services to our clients during an emergency.

Administrator

---

# OFFICIAL NOTICE

Some of the information in this Continuity of Operations (COOP) Plan, if made public, could endanger the lives and privacy of associates. In addition, the disclosure of information in this plan could compromise the security of essential equipment, services, and systems of the General Services Administrations, or otherwise impair GSA's ability to carry out essential functions. Distribution of the COOP Plan in its entirety is limited to those GSA associates who need to know the information in order to successfully activate and implement the plan.

Portions of this plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under the Freedom of Information Act. See 5 U.S.C. §552, 41 C.F.R. Part 105-60.

Any decision to disclose information in this plan outside GSA or to withhold information in this plan from a non-GSA requester must be coordinated with the GSA's Office of Emergency Management (CAE) and with the Office of General Counsel.

---

## APPROVALS

This Continuity of Operations Plan was prepared in accordance with direction in Presidential Decision Directive 67 and subsequent implementing guidance in Federal Preparedness Circular 65. This plan must be certified and signed annually at the beginning of each Fiscal Year.

By their signatures below, the following officials of the National Capital Region certify that they have read this Continuity of Operations Plan and fully understand the business resumption procedures to be followed in an emergency affecting the facilities and associates for which they are responsible.

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
Donald C. Williams  
Regional Administrator

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
Annie W. Everett  
Deputy Regional Administrator

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
Sharon Roach  
Regional Counsel

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
Anthony E. Costa  
Assistant Regional Administrator  
Public Buildings Service (PBS)

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
Craig F. Kennedy  
Assistant Regional Administrator  
Federal Technology Service (FTS)

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
André Jordan  
Director  
Federal Protective Services

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
Larry C. Monroe  
Designated Official/Regional Emergency Coordinator

---

## TABLE OF CONTENTS

Section	Page
1.0 INTRODUCTION.....	1
2.0 PURPOSE AND OBJECTIVES.....	1
3.0 APPLICABILITY AND SCOPE .....	2
4.0 AUTHORITIES AND REFERENCES.....	2
5.0 OPERATIONS AND FUNCTIONS.....	3
6.0 PLANNING ASSUMPTIONS.....	4
7.0 RESPONSIBILITIES, DELEGATIONS OF AUTHORITY AND SUCCESSION PLANNING.....	4
8.0 DISTRIBUTION.....	6
9.0 SITE VULNERABILITY ANALYSIS .....	6
10.0 CONCEPT OF OPERATIONS.....	7
11.0 IMPLEMENTATION.....	8
12.0 ESSENTIAL OPERATIONS, FUNCTIONS AND POSITIONS.....	12
13.0 VITAL RECORDS AND DATABASES.....	12
14.0 ALTERNATE FACILITIES.....	14
15.0 INTEROPERABLE COMMUNICATIONS.....	16
16.0 TESTING, TRAINING AND EXERCISES.....	17
17.0 PLAN MAINTENANCE.....	22

---

## Appendices

- a. Information, Listings and Checklists
  1. Checklist
  2. Emergency Calling Directory for Rapid Recall Plan
  3. NCR SERT
  4. Key Personnel and Essential Functions
  5. Protocol for SERT and Cascade
  6. Accountability and Assignment Status Listing
    - i. Corporate Office
    - ii. Public Building Service
    - iii. Federal Protective Service
    - iv. Federal Technology Service
    - v. Regional Counsel
    - vi. Federal Supply Service
  7. Emergency Operating Records and IT Information
  8. Emergency Relocation Team for Alternate Site
  9. Alternate Site Acquisition Checklist
  10. Emergency Equipment Requirements
  11. NCR Blackberry numbers
- b. Definitions
- c. Authorities and References
- d. MOU on Alternate Facilities
- e. NCR Communications Plan
- f. Alternate Facilities with Site Vulnerability Analysis
- g. Interoperable Communications
- h. Delegation of Authority and Succession Planning
- i. Distribution List
- j. NCR Lan Recovery Requirements
- k. Flyaway Kit
- l. National Homeland Security Alert Chart

---

## 1.0 INTRODUCTION

The General Services Administration (GSA) is the federal government's landlord, telecommunications, IT solutions and supplier of commodities and services. As such, GSA is required to have the capability to maintain continuous operations in accordance with Executive Orders 12656 or 12472. Each GSA organizational element therefore must be prepared to continue to function during an emergency or threat of an emergency, and to efficiently and effectively resume critical operations if they are interrupted. Planning for meeting the demands of a wide spectrum of emergency scenarios is necessary, and is accomplished by developing continuity of operations plans.

GSA has determined that it can best meet these requirements by having every major organizational element prepare and coordinate separate COOPs that become the foundation for the Agency COOP. Therefore all services, staff offices, and regions (S/SO/R) have developed organizational level COOPs that address the continuation of their essential functions during an emergency.

These plans also identify emergency personnel and outline the course of action to be taken during an emergency. Emergency personnel not required to report to the alternate facility are to remain at their residences in an on-call, standby status.

**Personnel not identified in the first five days are to remain at their residences unless otherwise identified by their internal service Continuity of Operations Plan (COOP).**

## 2.0 PURPOSE AND OBJECTIVES

The purpose of the Continuity of Operations Plan (COOP) is to provide instruction and guidance to National Capital Region's COOP Team, and provide operational guidance for the remaining associates to ensure that critical operations are continued in the event of an emergency or threat of emergency.

The objectives of a COOP plan include:

- ? Ensure the continuous performance of an agency's essential functions/operations during an emergency;
- ? Protect essential facilities, equipment, records, and other assets;
- ? Reduce or mitigate disruptions to operations;
- ? Reduce loss of life and minimize damage and losses;
- ? Achieve a timely and orderly recovery from an emergency and resumption of full service to customers;
- ? Maintain command, control, and direction of the agency;
- ? Facilitate decision-making during an emergency; and
- ? Achieve an orderly recovery from emergency operations.

---

### **3.0 APPLICABILITY AND SCOPE**

The provisions of this COOP are applicable to all Regional-component GSA personnel in the Regional Office Building (ROB) located at 301 7<sup>th</sup> Street, SW, Washington, D.C. 20407-0001.

This plan is applicable to the full spectrum of manmade, natural, and technological emergencies and threats, with the exception of civil defense matters, which are addressed in other documentation.

COOP planning and the Plans for Central Office organizational components housed in this facility are incorporated within their respective headquarters organizations.

This COOP does not include planning for the other Government agency organizations (i.e., Department of Education) or commercial organizations (i.e., GSI, Inc., the General Services Employee Association and the Physical Fitness Center) that are housed or do business in the Regional Office Building. Those organizations are expected to develop their own COOP or disaster recovery plan. Coordination and information exchange regarding COOP planning with those entities will be the responsibility of the NCR COOP Planning Committee.

### **4.0 AUTHORITIES AND REFERENCES**

GSA has developed this COOP in compliance with the requirements of all appropriate laws, statutes, executive orders, Presidential Directives, Federal Preparedness Circulars and federal mandates related to continuity of operations during an emergency. Authorities and references are listed in Appendix C.



---

## 5.0 OPERATIONS AND FUNCTIONS

The objective of COOP is to direct and guide appropriate actions to assure the capability exists to continue core business functions, operations, and activities, and to achieve an orderly recovery from emergency situations across a wide range of potential emergencies or threats, including acts of nature, accidents, technological, and attack-related emergencies.

COOP planning is simply a “good business practice,” part of the fundamental mission of agencies as responsible and reliable public institutions. The objectives of a COOP plan are to:

- ? Ensure the continuous performance of an agency’s essential functions/operations during an emergency;
- ? Protect essential equipment, records, and other assets;
- ? Reduce or mitigate disruptions to operations;
- ? Minimize damage and losses, and reduce loss of life; and
- ? Achieve a timely and orderly recovery from an emergency and resumption of full service to customers.

Identify all functions performed by the National Capital Region.

Table 5.1

Business Units	Business functions by Business Unit
<p>? <b>Office of Regional Administrator</b></p>	<p><b>Human Resources</b>  <b>Legal Services</b>  <b>Congressional and Public Affairs</b>  <b>Agency Liaison</b>  <b>Emergency Management</b></p>
<p>? <b>Public Buildings Service</b></p>	<p><b>Building Operations and Common Repair and Modernization</b>  <b>Space Acquisition</b>  <b>Federal Protective Service</b>  <b>Budget Division</b>  <b>Public utility services</b>  <b>Excess real property</b>  <b>Financial Management Division</b>  <b>Information Technology Division</b>  <b>Contracting</b></p>
<p>? <b>Federal Technology Service</b></p>	<p><b>IT Solutions</b>  <b>Network Services</b></p>
<p>? <b>Federal Supply Service</b></p>	<p>FSS Region 3 has aligned with the National Capital Region due to geographic proximity of its office, their essential functions are:  <b>Fleet Management</b>  <b>Transportation Branch Support</b>  <b>Personal Property Services</b>  <b>Procurement</b>  <b>Travel</b></p>

---

## **6.0 PLANNING ASSUMPTIONS**

This Continuity of Operations Plan (COOP) is based upon the following assumptions:

This COOP is based on the following assumptions:

- ? Emergencies or threatened emergencies may adversely affect the ability of GSA organizational elements in the Regional Office Building to continue to support essential internal operations and to provide support to the operations of clients and external agencies.
- ? Personnel and other resources from GSA and other organizations outside of the area that is affected by the emergency or threat will be made available if required to continue essential operations.
- ? Considers an emergency event may be so severe that the Regional Office Building is inoperable.
- ? Considers an emergency event may occur with no warning during duty hours.
- ? Considers the Regional Office Building to be at high risk with major impact from these incidents, ranging from major power failures to incidents of mass destruction.

The Occupant Emergency Plan (OEP) Designated Official is responsible for: providing advice and assistance to Emergency Coordinators and COOP planners in the development of their COOPs to ensure coordination with the OEP.

## **7.0 RESPONSIBILITIES, DELEGATIONS OF AUTHORITY AND SUCCESSION PLANNING**

7.1. For the purposes of the development, implementation and management of the COOP, the following section identifies the key and designated GSA officials and their responsibilities in the event of an emergency. Agency or Regional Office successor plans will be followed under the guidelines provided in GSA Order (ADM P 2400.18), GSA Emergency Management Program, revised as of May 18, 1998, or other pre-determined delegations of authority.

---

**The NCR Regional Administrator/Designated Official is responsible for:**

- ? Developing or coordinating the development of COOPs for their Service, office or site; and
- ? Identifying National Capital Region's essential functions;
- ? Maintaining NCR's COOP Plan to include rosters, testing and training exercise of COOP personnel, notification and relocation procedures;
- ? Directing and supporting the Designated Official/Regional Emergency Coordinator and an Alternate Regional Emergency Coordinator in developing and maintaining individual operating site COOPs for the individual operating sites;
- ? Responsible for appointing a Regional Emergency Coordinator and an Alternate Regional Emergency Coordinator to manage the NCR COOP;
- ? Supporting the GSA's Office of Emergency Management Program Activities;
- ? Succession to the responsibilities of the position of the NCR Regional Administrator in a declared and activated COOP emergency are hereby designated, in order, as:

NCR Deputy Regional Administrator

ARA for PBS

ARA for FTS

Regional Counsel

Deputy ARA for PBS

**The NCR Deputy Regional Administrator is responsible for**

- ? Directing and supporting the Designated Official/Regional Emergency Coordinator in developing and maintaining individual operating site COOPs for individual operating sites.

Succession to the responsibilities of the position of the NCR Deputy Regional Administrator in a declared and activated COOP emergency are hereby designated, in order, as:

ARA for PBS

ARA for FTS

Regional Counsel

Deputy ARA for PBS

---

**The NCR ARAs for Regional Services and Staff Offices are responsible for:**

- ? Supporting the Designated Official and Regional Emergency Coordinator in developing and maintaining individual operating site COOPs for their respective services.

Succession to the responsibilities of the positions of the NCR Assistant Regional Administrators in a declared and activated COOP emergency are hereby designated, in order, as:

For the ARA for PBS: Deputy Assistant Regional Administrators in agreed-upon order of succession (see Appendix H)

For the ARA for FTS: Deputy Assistant Regional Administrator  
Director, IT Solutions Division  
Director, Network Services Division

**The Regional Emergency Coordinator (REC) is responsible for**

- ? Assuming the responsibility, as appropriate and directed, for coordinating the development and maintenance of site-specific COOPs;
- ? Providing advice and assistance to other Emergency Coordinators and personnel in the development of Service, office, or site-specific COOPs;
- ? Assisting in the development, conduct, and evaluation of COOP exercises for their organizations and subordinate organizations;
- ? Providing advice, assistance, and training, as appropriate, in COOP procedures and continually evaluate the effectiveness of the program;
- ? Participating in Federal, State and local emergency response organizations and developing a working relationship compatible with COOP activities and plans; and
- ? Coordinating NCR COOPs as appropriate with the emergency plans and procedures of other site tenants and entities likely to be affected by COOP execution.
- ? Assuming a leadership role in emergency planning, including developing sub-continuity of operations plans for their organization components, participating in exercises and training, and supporting emergency response operations.

Succession to the responsibilities of the position of the Regional Emergency Coordinator (REC) in a declared and activated COOP emergency are hereby designated, in order, as:

- ? Deputy Regional Emergency Coordinator
- ? Maintain the Regional Administrator's Cascade phone list and oversee all cascade phone lists for NCR.

---

**The Occupant Emergency Plan (OEP) Designated Official is responsible for:**

- ? Providing advice and assistance to Emergency Coordinators and COOP planners in the development of their COOPs to ensure coordination with the OEP.

Succession to the responsibilities of the position of the Occupant Emergency Plan (OEP) Designated Official in a declared and activated COOP emergency are hereby designated, in order, as:

Deputy Regional Emergency Coordinator

**The Regional Chief Information Officer (CIO) is responsible for:**

- ? Ensuring that all vital ADP electronic records and systems that are maintained on the ROB LAN are routinely backed up, and maintained at a secured off-site facility.
- ? Protection and recovery, to the extent possible, of mission critical, non-electronic files will be the responsibility of each organization.
- ? Evaluating and determining the location of these facilities, and the means of accessing these files, are included in the essential operations section of this plan.

Succession to the responsibilities of the position of the Chief Information Officer (CIO) in a declared and activated COOP emergency are hereby designated, in order, as:

Director, Information Technology Division

Deputy Director, Information Technology Division

Infrastructure Team Leader

**The Chief Financial Officer (CFO) is responsible for:**

- ? Advising and assisting the Regional COOP SERT on all financial issues relevant to the emergency. Succession to the responsibilities of the position of the Chief Financial Officer (CFO) in a declared and activated COOP emergency are hereby designated, in order, as:

Director, Financial Management Services

**The Public Information Officer (PIO) is responsible for:**

- ? Advising and assisting the Regional COOP SERT on all relevant public information issues, and for directly developing and providing public information announcements to all necessary media sources regarding the emergency.

---

Succession to the responsibilities of the position of the Public Information Officer (PIO) in a declared and activated COOP emergency are hereby designated, in order, as:

Deputy ARA for PBS

**The Regional Counsel is responsible for:**

- ? Advising and assisting the Regional COOP SERT on all legal issues relevant to the emergency.

Succession to the responsibilities of the position of the Regional Counsel in a declared and activated COOP emergency are hereby designated, in order, as:

Deputy Regional Counsel

Senior Assistant Regional Counsel

**The Federal Protective Service is responsible for:**

- ? Providing advice and assistance to the NCR COOP Planning Committee in the development of the ROB and other NCR site COOPs to ensure coordination with necessary security requirements; and
- ? Advising and assisting the Regional COOP SERT on all security and safety issues relevant to the emergency.

Succession to the responsibilities of the position of the Director, Federal Protective Service Division, in a declared and activated COOP emergency are hereby designated, in order, as:

Deputy Director, Federal Protective Service Division

Chief, Law Enforcement Branch

**The Federal Supply Service-Region III group is responsible for:**

- ? Providing advice and assistance to the NCR SERT Planning committee in the areas of Fleet Management, transportation support, personal property services, procurement and travel.

**7.2. Delegations of Authority.** To ensure rapid response to any emergency situation requiring COOP plan implementation, NCR has pre-delegated authorities for making policy determinations and decisions at the regional level, see Appendix H.

**7.3. Successor Plan.** In the event of activation of COOP, the following successor plan will be executed. The designated successors will be given the authority to act on behalf of the person whom they succeed. See Appendix A, SERT for specific contact information. In the event of a catastrophic event that makes all other National Capital Region personnel on this list unavailable the Deputy Regional Administrator for Mid-Atlantic Region will assume the duties of the NCR

**7.3.1 Successor Plan for Regional Administrator’s Office**

<b>Position</b>	<b>Successor</b>	<b>Program Responsibility</b>	<b>Condition</b>
<b>Regional Administrator</b>	<b>Deputy Regional Administrator</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Deputy Regional Administrator</b>	<b>Assistant Regional Administrator-PBS</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Assistant Regional Administrator-PBS</b>	<b>Assistant Regional Administrator-FTS</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Assistant Regional Administrator-FTS</b>	<b>Regional Counsel</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Regional Counsel</b>	<b>Deputy Assistant Regional Administrator for PBS</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Deputy Assistant Regional Administrator for PBS</b>	<b>Deputy Regional Administrator for Mid-Atlantic Region or Great Lakes Region</b>	<b>Full</b>	<b>All Emergencies</b>

**Table: 7.3.2.Successor Plan for Deputy Regional Administrator (WAD)**

<b>Position</b>	<b>Successor</b>	<b>Program Responsibility</b>	<b>Condition</b>
<b>Deputy Regional Administrator</b>	<b>Assistant Regional Administrator for PBS</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Assistant Regional Administrator for PBS</b>	<b>Assistant Regional Administrator for FTS</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Assistant Regional Administrator for FTS</b>	<b>Regional Counsel</b>	<b>Full</b>	<b>All Emergencies</b>



**Table: 7.3.3. Successor Plan for Public Buildings Service**

<b>Position</b>	<b>Successor</b>	<b>Program Responsibility</b>	<b>Condition</b>
Assistant Regional Administrator for PBS	Deputy Assistant Regional Administrator for PBS	Full	All Emergencies
Deputy Assistant Regional Administrator for PBS	See Appendix	Full	All Emergencies

**Table: 7.3.4. Successor Plan for Federal Technology Service**

<b>Position</b>	<b>Successor</b>	<b>Program Responsibility</b>	<b>Condition</b>
Assistant Regional Administrator	Deputy Assistant Regional Administrator	Full	All Emergencies
Deputy Assistant Regional Administrator	Director, IT Solutions Division	Full	All Emergencies
Director, IT Solutions Division	Director, Network Services Division	Full	All Emergencies

**Table: 7.3.5. Successor Plan for Regional Counsel**

<b>Position</b>	<b>Successor</b>	<b>Program Responsibility</b>	<b>Condition</b>
Regional Counsel	Deputy Regional Counsel	Full	All Emergencies
Deputy Regional Counsel	Senior Assistant Regional Counsel	Full	All Emergencies
Senior Assistant Regional Counsel		Full	All Emergencies

**Table: 7.3.6. Successor Plan for Federal Protective Service**

<b>Position</b>	<b>Successor</b>	<b>Program Responsibility</b>	<b>Condition</b>
Director	Deputy Director	Full	All Emergencies
Deputy Director	Chief Law Enforcement Division	Full	All Emergencies
Chief Law Enforcement Division		Full	All Emergencies

**Table: 7.3.7.Successor Plan for Federal Supply Service-R3**

<b>Position</b>	<b>Successor</b>	<b>Program Responsibility</b>	<b>Condition</b>
<b>Deputy Assistant Regional Administrator for Mid-Atlantic Region</b>	<b>Chief Transportation Management Branch- R3</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Chief Transportation Management Branch- R3</b>	<b>Senior Transportation Management Branch Specialist -R3</b>	<b>Full</b>	<b>All Emergencies</b>
<b>Senior Transportation Management Branch Specialist -R3</b>	<b>Deputy Director Fleet Management Division</b>	<b>Full</b>	<b>All emergencies</b>

**8.0 DISTRIBUTION**

**Primary Distribution List (paper/electronic version)**

- ? All SERT, Phase I and II COOP team members (See Appendix I)
- ? Back up regions outside the beltway
- ? Alternate Facility
- ? GSA Administrator
- ? GSA Deputy Administrator
- ? NCR FPS Mega Center
- ? Office of Emergency Management

**Secondary Distribution List**

A version without sensitive information such as personal phone numbers will be made available to all National Capital Region associates as well as the following:

- ? Alternate facility point of contact (See Appendix D)\_

**General Information Distribution**

Distribution methods may be a combination of the agency Intranet, instructional letters, employee bulletins, or other internal agency memoranda.

All GSA COOP plans are considered internal procedural agency documents with national and domestic security protections afforded under applicable U.S. statutes. COOP plans shall not be disclosed under the Freedom of Information Act.

**9.0 SITE VULNERABILITY ANALYSIS**

---

The Federal Protective Service (FPS) is responsible for developing site vulnerability and risk analysis for the Regional Office Building and each alternate COOP facility occupied by GSA. Vulnerability and risk analysis reports are maintained on file with FPS.

Hazard or threat identification and vulnerability assessment combine probabilities of event occurrence (earthquake, hurricane, terrorism, etc.) with factors relevant to the specific site (location, operational, and structural characteristics) to determine the risk of a given threat at a site.

### **Secondary hazards and threats**

Hazards and threats may be from a secondary source. Neighboring offices or facilities may house materials or perform operations that generate hazards or threats for your operation.

## **10.0 CONCEPT OF OPERATIONS**

### **Coordination with Occupant Emergency Plan**

The NCR Continuity of Operations Plan is designed to work in coordination with the Occupant Emergency Plan (OEP), but each plan has a different purpose. In general, the OEP ensures that associates, visitors, contractors, and others at the time of an emergency event are safely evacuated. In contrast, the COOP Plan provides for the continuation of essential business activities and functions if the building cannot be quickly reoccupied after an evacuation.

The Regional Administrator or his designee has the authority and responsibility to activate the COOP. The following are possible scenarios to assist in making this decision.

### **Planning Scenarios**

This Continuity of Operations Plan is based upon the following possible scenarios:

#### **Planning Scenario 1: Regional Office Building Alone Affected**

Under this scenario, the ROB is closed for normal business activities, but the cause of the disruption has not affected surrounding buildings, utilities, or transportation systems. The most likely causes of such disruption are fire; system/mechanical failure; loss of utilities such as electricity, telephone, water, or steam; or explosion (regardless of cause) that produces no significant damage to surrounding buildings or utility systems. (*Alpha Site* see Appendix F)

---

## **Planning Scenario 2: Regional Office Building and Surrounding Area Affected**

Under this scenario, the ROB as well as surrounding buildings are closed for normal business activities as a result of widespread utility failure; massive explosion (whether or not originating in the ROB); severe earthquake; civil disturbance; or credible threats of actions that would preclude access or use of the ROB and surrounding areas. Under this scenario there could be uncertainty regarding whether additional events (such as secondary explosions, aftershocks, or cascading utility failures) could occur.

(*Baker or Charlie* site see Appendix F)

## **Planning Scenario 3: Washington Metropolitan Area Affected and/or other Regional GSA Facilities**

Under this scenario, the entire Washington area or other regional facilities would be closed for normal business activities as a result of an actual or threatened use of a weapon of mass destruction such as a chemical, biological, radiological, or nuclear agent (whether or not directed at the CO Building). Under this scenario the President is likely to declare a National Security Emergency under E.O. 12656 and other authorities. (*Charlie* site see Appendix F)

## **Planning Scenario 4: Shut Down of Government Operations**

Under this scenario, the Headquarters Building is operational, but normal business operations are suspended for other reasons such as a lapse in appropriations or regional snow emergency. (*Charlie* Site see Appendix F)

### **11.0 IMPLEMENTATION**

Before implementation a Memorandum of Understanding (MOU) has been executed between NCR and the Alternate Facility, which will provide for an infrastructure in which Phase I associates can immediately begin performing their Essential Functions. This includes IT and logistical support for possible long term stays at the alternate site (per MOU).

- ? Regional Administrator or his designee may activate the Regional COOP. The COOP team will perform an assessment of the emergency and make a recommendation to the Regional Administrator based on the findings. The Regional Administrator or his designee will take such actions as necessary in order to continue operations within a 12-hour period of the Event. The severity of the event determines how long the COOP will remain activated.

---

? The COOP will phase out and transition essential functions as normal operations resume.

? Known threats and emergencies:

There are some threats to operations that may afford advance warning that will permit the orderly alert, notification, evacuation, and if necessary, the relocation of Associates. Situations that might provide such warning include a hurricane, a transportation accident resulting in a threat of a release of Hazardous Material (HAZMAT), or a threat of a terrorist incident.

---

? Unanticipated threats and emergencies:

During Non-Duty Hours:

Incidents may not be preceded by warning, e.g., earthquakes, arson, HAZMAT, or terrorist incidents, or may occur while the majority of on-site staff is not at work. In these circumstances, while operations from home site may be impossible, the majority of associates will still be able to respond to instructions, including the requirement to relocate following proper notification.

During Duty Hours:

Incidents may also occur with no warning during normal office hours. In these circumstances, execution of the COOP, if indicated by the circumstances of the event, would begin by execution of the site's Occupancy Emergency Plan (OEP) to move associates out of the building expeditiously.

The President, the Administrator, and/or his designee may implement any GSA COOP. The COOP is implemented based on known or anticipated threats and emergencies that may occur with or without warning. GSA will use a time-phased approach for implementation whereby critical resources are deployed early and other resources will follow as needed. GSA has developed an executive decision process that takes into account the emergency and determines the best course of action for response and recovery.

**The Activation Decision to implement the COOP will be made by the Administrator/Regional Administrator, or designated official based on the delegation of authority within headquarters, regions, or field locations. In the absence or unavailability of these officials, the senior official contacted will make the decision.**

**Associates should be instructed to contact an emergency information phone number 1-(866)470-4636 to obtain the status of the event as well as reporting instructions. Non-Phase I/ Phase II responders and COOP team members should periodically call this emergency number for emergency status update.**

---

**Guidance:**

This COOP will be implemented based on both known and unanticipated threats and emergencies. In addition, this implementation addresses localized emergencies as well as widespread emergencies. GSA NCR will ensure a logical sequence of events in implementing a COOP plan. The continued development and maintenance of an emergency readiness capability and the efficient performance of emergency functions require the assignment of the following responsibilities:

- ? Develop alerting/notification procedures to inform emergency personnel of emergency conditions during non-duty hours;
- ? The Regional Administrator or designee will activate all or part of the NCR COOP Team and deploy them during a widespread emergency;
- ? The Regional Administrator or designee will direct GSA NCR emergency operations and the movement of personnel to the Alternate Facility(ies);
- ? Establish a requirement for a single, consolidated reporting system;
- ? Develop emergency transportation plans to ensure that all Phase I and Phase II associates are familiar with the various routes that may be used to arrive at the alternate facility;
- ? Arrange for emergency transportation as necessary to facilitate the arrival of personnel at their emergency duty stations;
- ? Establish a requirement for a single, consolidated reporting system;
- ? Arrange for event briefing of all emergency personnel;
- ? Ensure that all emergency personnel are provided the proper identification and authorization credentials;
- ? Ensure that emergency physical security arrangements are made to protect the NCR Alternate COOP Facilities;
- ? NCR Phase I and Phase II associates will maintain a Flyaway Kit;
- ? To the extent possible, NCR should pre-position and update on a regular basis duplicate records or backup electronic files.

---

## Implementation Activities for Emergencies

### ? **Phase I – Activation and Relocation (0-12 Hours)**

- ? The Regional Administrator or designee will activate the phone cascade for COOP.
- ? The NCR REC or designee will notify the Office of Emergency Management EC of COOP Activation.
- ? The GSA EC will notify the Federal Emergency Management Agency Operations Center (FOC), (202) 898-6100/1-800-634-7084, and other appropriate agencies of the decision to relocate.
- ? Contact and inform successor or backup organization of situation and activate if necessary.
- ? Within 12 hours, individuals specified as NCR's Phase I associates will assemble at the alternate facility to begin initiation of COOP activities. .
- ? Restore critical applications and servers as identified in Appendix J. NCR LAN Recovery Requirements.

The Regional Emergency Coordinator with the appropriate Phase 1 associates will:

- ? Begin preparations for occupying alternate facility as defined by minimum essential operations as identified in Appendix A, Key Personnel and Essential Functions.
- ? Coordinate the activation of plans, procedures, SOPs, and schedules to transfer activities, personnel, records, and equipment to alternate operating facility(s).
- ? Coordinate the transportation of documents and designated communications, automated data processing, and other equipment to the alternate operating facility(s), if applicable.
- ? Arrange for emergency transportation as necessary to facilitate the arrival of personnel at their emergency duty stations.
- ? Coordinate the securing of the normal operating facility physical plant and non-moveable equipment and records, to the extent possible.



---

**B. Phase II – Alternate Facility Operations (12 Hours – Termination)**

- ? Each NCR Organization will identify replacements for missing personnel and request augmentation as necessary.
- ? Each NCR Organization will begin fully implementing minimum essential functions.
- ? The appropriate NCR office will develop a funding request, to support an emergency appropriation, based on the actual event.
- ? Phase I and II associates will develop plans and schedules to phase down alternate facility operations and return activities, personnel, records, and equipment to the primary facility when appropriate.
- ? Restore critical applications and servers as identified in Appendix J. LAN Recovery Requirements.

**C. Phase III - Reconstitution (Termination and Return to Normal Operations)**

- ? Each NCR Organization will inform all personnel, including non-emergency personnel, that the threat of or actual emergency no longer exists, and provide instructions for resumption of normal operations.
- ? Phase I and II associates will supervise an orderly return to the normal operating facility, or movement to other temporary or permanent facility(s) using a phased approach if necessary.
- ? Regional Emergency Coordinator will report to the GSA EC the status of relocation.
- ? Regional Emergency Coordinator will conduct a “hot wash” of COOP operations and effectiveness of plans and procedures as soon as possible, identify areas of correction, and develop a remedial action plan.
- ? Continue critical application processing at the alternate location until IT systems are restored at the normal operating facility and full functionality has been achieved.

---

### **In Case Of A Catastrophic Event During Normal Working Hours:**

Because virtually all NCR personnel are housed in the DC Metro Area, a catastrophic event such as a nuclear explosion could conceivably eliminate all associates working at that time in the building. In this event, the senior NCR official in the COOP team line of succession who is able to make his/her way to the alternate facility will become the successor. In addition to carrying out essential NCR functions, this COOP team will be responsible for arranging for the reconstitution of the NCR.

In the event that no NCR COOP Team associate listed in the line of succession survives, the Deputy Regional Administrator for the Mid-Atlantic Region will be responsible for reconstituting National Capital Region. In the event of a major catastrophe that affects the east coast of United States, then this authority passes to the Deputy Regional Administrator for the Great Lakes Region.

### **Fly Away Kits**

Phase I and II associates will maintain fly-away kits. See Appendix K.

## **12.0 IDENTIFICATION ESSENTIAL OPERATIONS, FUNCTIONS, AND POSITIONS**

See Appendix A, Identification Essential Operations, Functions, and Positions which outlines essential functions by position/title. Phase I and II associates perform these essential functions.

---

## 13.0 VITAL RECORDS AND DATABASES

### **The Regional Chief Information Officer (CIO) is responsible for:**

Ensuring that IT system managers have plans and procedures to routinely backup all electronic vital records and IT systems and to maintain the data at a secured off-site facility. Protection and recovery, to the extent possible, of mission critical, non-electronic files and locally specific systems will be the responsibility of each organization. In addition, the CIO will ensure routine backups for IT systems for which it is responsible, i.e. email, and InSite.

Examples of these type records include:

- 1. Emergency Operating Records** Vital records, regardless of media, essential to continued function or reconstitution of an organization during and after an emergency. Included are emergency plans and directives, orders of succession, delegations of authority, staffing assignments, and related records of a policy or procedural nature that provide agency staff with guidance and information resources necessary for conducting operations during an emergency and for resuming formal operations at its conclusion.
- 2. Legal and Financial Records** Vital records, regardless of media, essential to carry out essential/legal and financial functions and activities of an organization and protect the legal and financial rights of the individuals directly affected by its activities. Included are records having such important value that their loss would significantly impair the conduct of essential agency functions to the detriment of the legal or financial rights of the organization or legal and financial rights and entitlements of the individuals directly affected by those functions and activities. Examples of this category of vital records are accounts receivable records, official personnel records, Social Security records, payroll records, retirement records, insurance records, and contract records.

Plans should account for the identification and the protection of the vital records, systems, data management software, and equipment, to include classified and sensitive data as applicable, necessary to perform essential functions and activities, and to reconstitute normal agency operations after the emergency.

GSA Order OAD P 1820.2A, GSA Records Maintenance and Disposition Systems, requires that each Region designate a records officer with responsibility for implementing the vital records program. The Regional records manager works with the GSA records manager, Regional Emergency Coordinator and systems operators to identify and maintain vital records and databases that the Region needs to be reconstituted. The Administrator will rely on the GSA records manager and the Regional record managers to

maintain the records and databases needed to reconstitute the agency. The COOP of each region should identify and document proper handling procedures for its vital records and databases. All vital records and databases must be handled and protected in accordance with GSA Orders, Information Security (GSA Order ADM P 1025.2C) and GSA Internal Physical Security (GSA Order PMS P 5930.1).

**Table 13.1 Emergency Operating Records**

Category	Description	Form of record	Off site storage location	Maintenance Frequency
<i>Emergency plan. OEP and COOP</i>	<i>Directive</i>	<i>Paper &amp; Electronic</i>	<i>Alternate Facility</i>	<i>Annually</i>
<i>Building plans</i>	<i>Blue print</i>	<i>Paper</i>	<i>Backup Region</i>	<i>When modified</i>
<i>Systems manuals</i>	<i>Operating guides to computers</i>	<i>Paper</i>	<i>Field Office</i>	<i>At time of purchase</i>
Critical Application Backup Media	The backup tapes that contain the critical application information identified in Appendix I, <i>Critical Applications and Servers</i> , are located at:	Electronic	First Federal Corporation 75 West Watkins Mill Road Gaithersburg, MD 20878	Bi-Weekly

**Table 13.2 Legal and Financial Rights Records**

Category	Form of record	Off site storage location	Maintenance Frequency
Note: No hard-copy or electronic records whose loss would significantly impair the conduct of the Regional Counsel's routine or essential functions		N/A	
Note: All Official Personnel Files (OPFs) are now maintained in the Kansas City Payroll Center. There are no other hard-copy or electronic records whose loss would significantly impair the conduct of WCP's routine or essential functions.		Kansas City Payroll Center	

--	--	--	--

---

## **14.0 ALTERNATE FACILITIES**

**(SEE APPENDIX F)**

---

## **15.0 15.0 INTEROPERABLE COMMUNICATIONS**

**(SEE APPENDIX G)**

### **16.0 TEST, TRAINING, AND EXERCISE (TT&E)**

Testing, training, and exercising of COOP capabilities is essential to demonstrating and improving the ability of agencies to execute their COOP Plans. Training familiarizes contingency staff members with the essential functions they may have to perform in an emergency. Tests and exercises serve to validate, or identify for subsequent correction, specific aspects of COOP plans, policies, procedures, systems, and facilities used in response to an emergency situation. Periodic testing also ensures that equipment and procedures are maintained in a constant rate of readiness. GSA will plan and conduct tests and training to demonstrate viability and interoperability of the NCR COOP Plan. COOP test, training, and exercise plans should provide for:

1. Individual and team training of the NCR COOP contingency staff and emergency personnel to ensure currency of knowledge and integration of skills necessary to implement COOP Plans and carry out essential functions. Team training should be conducted annually for COOP associates on their respective COOP responsibilities;
2. Internal GSA testing and exercising of COOP Plans and procedures to ensure the ability to perform essential functions and operate from designated alternate facility(ies). This testing and exercising will occur at least annually; However, NCR Services and Staff Offices should conduct additional tests and exercises to enhance the baseline TT&E program developed by Office Of Emergency Management (OEM).
3. OEM will conduct quarterly tests of alert and notification procedures and systems for any type of emergency. However, NCR Service and Staff Organizations should conduct additional tests of alert and notification procedures and systems to enhance the baseline TT&E program developed by Office Of Emergency Management.
4. Refresher orientation for Phase 1 and II at an alternate operating facility. The orientation should cover the support and services available at the facility, including communications and information systems for exchanging information if the normal operating facility is still functioning; and administrative matters, including supervision, security, and personnel policies.

Joint agency exercising of COOP Plans, where applicable and feasible.

COOP training should not address the competencies required for “normal” tasks and operations. The purpose of the training is to prepare emergency personnel to

institute emergency operations, possibly from an alternate facility, using unfamiliar computer and communications equipment and working with individuals with whom they have little contact during normal day-to-day operations.

**Table 16.1**

<b>PROGRAMS</b>	<b>METHODS</b>	<b>AUDIENCE</b>	<b>FREQUENCY</b>
<i>Orientation Seminar</i>	<i>Classroom</i>	<i>New hires</i>	<i>Quarterly</i>
<i>Orientation</i>	<i>Classroom Study material</i>	<i>Senior Mgmt</i>	<i>Yearly</i>
<i>Refresher</i>	<i>Intranet/ Emergency Awareness</i>	<i>All Associates</i>	<i>Yearly</i>
<i>Refresher</i>	<i>Workshop</i>	<i>COOP Team</i>	<i>Quarterly</i>
<i>Orientation</i>	<i>Workshop</i>	<i>Phase I, Phase II, backup region, successors, selected Alternate facility staff</i>	<i>1st qtr FY</i>
<i>Orientation</i>	<i>Classroom Study material</i>	<i>Executive leadership, Senior Mgmt, supervisors</i>	<i>2nd qtr</i>
<i>Orientation</i>	<i>Intranet, Online University, Face-to-face meetings</i>	<i>All Associates</i>	<i>2nd qtr</i>
<i>Orientation</i>	<i>Workshop</i>	<i>Special teams</i>	<i>1<sup>st</sup> qtr</i>

---

## Testing and Exercises Plan

Testing is the technique of demonstrating the correct operation of all equipment and systems that support the organizational infrastructure. The testing process guarantees the equipment and systems conform to specifications and work in the required environments. Testing is used as the verification and validation technique to confirm that the backup equipment and systems closely approximate the operations of the primary equipment and systems. Based on the measures and benchmarks desired, there are a variety of methods that can be used to test the functionality of backup environments.

Exercises are conducted for the purpose of validating elements, both individually and collectively, of the organization's COOP. An exercise should be a realistic rehearsal or simulation of an emergency, in which individuals and organizations demonstrate the tasks that would be expected of them in a real emergency. Exercises should provide emergency simulations that promote preparedness, improve the response capability of individuals and organizations, validate plans, policies, procedures and systems, and determine the effectiveness of the command, control, and communication functions and activities. Exercises may vary in size and complexity to achieve their respective purposes.

When conducting an exercise, ensure that you have others to assist you in running the exercise. This is critical from the viewpoint of monitoring the events and ensuring that participants don't get too far off track. If monitoring you'll probably hear that the exercise was a waste of time. It is important that participants be allowed to improvise and respond to events in any manner, which will exercise the objective. Shortfalls will be identified, and corrective action incorporated into the plan.

It is essential that a test and exercise program plan be developed and implemented to ensure the integrity of the COOP. It is the responsibility of the NCR COOP Review Team (CRT) to establish an exercise schedule for entity and determine the reporting requirements of the after action reports.

The **No Fault concept** applies to the GSA Exercise Program. Performance by individuals or organizations is not graded. Exercise evaluation is only intended to identify systemic weaknesses and to suggest corrective actions that enhance readiness. However, following an exercise, a hot-wash and after-action report will be completed.

Each of the Exercise types plays an important purpose in the overall scheme.



**Table 16.2**

<b>TYPE</b>	<b>PARTICIPANTS</b>	<b>FREQUENCY</b>	<b>LOCATION</b>
<i>Drill</i>	<i>Successors</i>	<i>Quarterly</i>	<i>At COOP facility</i>
<i>Tabletop</i>	<i>Senior management</i>	<i>Annual</i>	<i>TBD</i>
<i>Full-Scale</i>	<i>Central office and regional COOP teams</i>	<i>Annual</i>	<i>TBD</i>
<i>Tabletop</i>	<i>Phase I, Phase II personnel, Successors</i>	<i>Annually,</i>	<i>Training room and alternate facility</i>
<i>Tabletop</i>	<i>Executive leadership, Senior Mgmt, supervisors</i>	<i>Annually,</i>	<i>Training room</i>

**After Action Report Format**

An After-Action Report (AAR) will be prepared within three weeks of the completion of each test or exercise. The purpose of the After Action Report is to evaluate the effectiveness of the test or exercise and to document problem areas and recommendations for improvements. See ADM P 2400.18, Chapter 9-6 for additional information regarding the format and content of the After Action Report. The COOP Review Team representative is responsible for incorporating changes and maintaining the AAR.

**Table 16.3**

**THE AFTER ACTION REPORT**

---

<b>Introduction:</b>
<b>Statement Of The Problem:</b> (Why The Exercise Was Conducted).
<b>Exercise Summary</b> Goals and Objectives Pre-Exercise Activities Description of Exercise Scenario
<b>Accomplishments And Shortfalls</b> Evaluation Group Finding Summary of Post-exercise debrief
<b>Recommendations</b> Training Needs Changes in Exercise Plan Other Corrective Actions

---

## 17.0 PLAN MAINTENANCE

NCR will review its COOP quarterly or with increased frequency as required. Plans should be reviewed as a part of the TT&E. Changes in organization, function, service to client, and stakeholders will be made to the plan quarterly.

The NCR COOP Review Team (CRT) is tasked to ensure the agency emergency capabilities are satisfied and that the COOP meets all essential elements identified in Executive Orders, Presidential Decision Directives, Federal Preparedness Circulars, GSA regulations

**Table 17.1 COOP Review Team**

<b>Team List Names</b>	<b>Department</b>	<b>Contact Information</b>	
Larry C. Monroe	Program Support Division	WCA	708-7209
Pao Lin Hatch	Program Support Division	WCA	708-7209
Gina C. Brown	Agency Liaison Division	WAL	205-2900
Sheran Jackson	Human Resources Division	WCP	708-5348
Barbara Stewart	Equal Employment Opportunity Staff	WADE	708-8588
Angela Chay	Budget Staff-PBS	WPN	205-0269
Donn Ahearn	Business Management Division	WPFC	708-6896
Paul Houston	Information Technology Division	WPI	708-4888
Alex Spruill	Portfolio Management	WPT	708-8591
Gertrude Nobles	Federal Technology Service	WFTS	401-7892
Jeffrey Hysen	Office of Regional Counsel	WL	708-7881
Ethel Lawrence	Office of Information Security	TI	708-6456
Greg Mazzie	Federal Protective Service	WPS	619-0819
Robert Holmes	Federal Protective Service	WPS	708-8780
John W. Bates	Business Management Division	WP	205-2322

**Table 17.2 CRT Responsibilities/Plan Maintenance Schedule**

Activity	Tasks	Frequency
Plan update and certification	<ul style="list-style-type: none"> <li>⌘ Review entire plan for accuracy</li> <li>⌘ Incorporate lessons learned and changes in policy and philosophy</li> <li>⌘ Manage distribution of plan updates</li> </ul>	Annually (November of each calendar year or as needed)
Maintain and update Orders of Succession	<ul style="list-style-type: none"> <li>⌘ Obtain names of current incumbents and designated successors</li> <li>⌘ Update Delegation of authorities</li> </ul>	Quarterly
Checklists	<ul style="list-style-type: none"> <li>⌘ Update and revise checklists</li> <li>⌘</li> </ul>	Quarterly or as needed
Update SERT/Cascade Plans	<ul style="list-style-type: none"> <li>⌘ Confirm/update</li> </ul>	Quarterly
Appoint new members of the COOP Team	<ul style="list-style-type: none"> <li>⌘ Qualifications determined by A/RAs COOP Leaders</li> <li>⌘ Issue appointment letter and schedule member for orientation</li> </ul>	As needed
Maintain alternate work site readiness	<ul style="list-style-type: none"> <li>⌘ Check all systems</li> <li>⌘ Verify access codes and systems</li> <li>⌘ Cycle supplies and equipment as needed</li> </ul>	Quarterly
Review and update supporting Memoranda of Understanding/Agreements	<ul style="list-style-type: none"> <li>⌘ Review for currency and new needs</li> <li>⌘ Incorporate changes, if required</li> <li>⌘ Obtain signature renewing agreement or confirming validity</li> </ul>	Annually
Monitor and maintain equipment at alternate sites	<ul style="list-style-type: none"> <li>⌘ Train users and provide technical assistance</li> <li>⌘ Monitor volume/age of materials and assist users with cycling/ removing files</li> </ul>	Ongoing
Train new members	<ul style="list-style-type: none"> <li>⌘ Provide an orientation and training class</li> <li>⌘ Schedule participation in all training and exercise events</li> </ul>	Within 30 days of appointment
Orient new policy officials and senior management	<ul style="list-style-type: none"> <li>⌘ Brief officials on COOP</li> <li>⌘ Brief each official on his/her responsibilities under the COOP</li> </ul>	Within 30 days of appointment
Plan and conduct exercises	<ul style="list-style-type: none"> <li>⌘ Conduct internal exercises</li> <li>⌘ Conduct joint exercises with Regions</li> <li>⌘ Support and participate in interagency exercises</li> </ul>	Semi-annually Annually Annually or as needed
Maintain security clearances	<ul style="list-style-type: none"> <li>⌘ Obtain, maintain and update appropriate security clearances</li> </ul>	Ongoing

---

## **Appendix A-**

### **Information, Listings and Checklists**

- 1. Checklist**
- 2. Emergency Calling Directory for Rapid Recall Plan**
- 3. NCR SERT**
- 4. Key Personnel and Essential Functions**
- 5. Protocol for SERT and Cascade**
- 6. Accountability and Assignment Status Listing**
  - i. Corporate Office**
  - ii. Public Building Service**
  - iii. Federal Protective Service**
  - iv. Federal Technology Service**
  - v. Regional Counsel**
  - vi. Federal Supply Service**
- 7. Emergency Operating Records and IT Information**
- 8. Emergency Relocation Team for Alternate Site**
- 9. Alternate Site Acquisition Checklist**
- 10. Emergency Equipment Requirements**
- 11. NCR Blackberry numbers**

---

## Appendix B – Definitions

1. After-Action Report (AAR). A narrative report that presents issues found during an incident and recommendations on how those issues can be resolved.
2. Alpha Site. Primary relocation site for COOP Deployment.
3. Alternate Database/Records Access. The safekeeping of vital resources, facilities and records and the ability to access such resources in the event that the COOP plan is put into effect.
4. Alternate Facility. A relocation site available for immediate occupancy that is equipped to permit rapid resumption of essential functions.
5. Cold Site. A relocation site that is reserved for emergency use, but which requires the installation of equipment, etc., before it can support operation.
6. Continuity of Government (COG). The measures taken by the Government to continue to perform required functions during and after a severe emergency. COG is a coordinated effort within each branch of the government to continue its minimum essential responsibilities in a catastrophic emergency.
7. Continuity of Operations. The capability of an organization to continue to operate, or rapidly resume operations, in the event of an emergency or threat of an emergency. Activities may be occurring while GSA is providing emergency support to other agencies involved in responding to an emergency or threat.
8. COOP Command Center. A pre-determined relocation site that serves as the facility from which all recovery activities are directed. The Command Center is the location where the COOP Management, Facilities, and Technical Services Teams will report during a declared emergency or threat.
9. Core Business Operations and Functions. Those operations and functions basic to the agency's institution and mission.
10. Designated Official. The Designated Official is the highest-ranking official of the primary occupant agency of a Federal facility; or, alternately, a designee selected by mutual agreement of occupant agency officials.
11. Emergency or Threat. An emergency or threat is an event, either known or unanticipated, that does or could do harm to people, resources, property, or environment. Emergencies can range from localized events that affect a single office in a building, to human, natural, technological events that damage or threaten to damage local operations. The emergency could cause the temporary evacuation of personnel or the permanent displacement of personnel and equipment from the site to a new operating location environment.

- 
12. Essential Functions. Those functions, stated or implied, that are required to be performed by statute or Executive Order, or other functions deemed essential by the heads of principal organizational elements. Functions are typically deemed essential if not performed, the agency will fail its mission and cause other agencies or stakeholders to fail in their mission.
  13. Essential Operations. Those operations, stated or implied, that are required to be performed by statute or Executive Order, or other operations deemed essential by the heads of principal operational elements. Operations are typically deemed essential, if not performed, the agency will fail its mission and cause other agencies or stakeholders to fail in their mission.
  14. Essential Positions. Those positions, stated or implied, that are required to be performed by statute or Executive Order, or other positions deemed essential by the heads of principal operational elements. Positions are typically deemed essential, if not performed, the agency will fail its mission and cause other agencies or stakeholders to fail in their mission.
  15. Fly-Away Kit. An easily transported set of materials, technology and vital records that will be required to establish and maintain minimum essential operations.
  16. Hot Site. A relocation site available for immediate occupancy that is equipped to permit rapid resumption of essential functions.
  17. Hot Wash. An information activity that takes place after a disaster response or an exercise simulating a disaster. Its purpose is to identify problems and possible solutions for improving future responses. Observations and recommendations are used to develop "Lesson-Learned Report".
  18. Interoperable Communications. Systems, both electronic and non-electronic, that provide the ability to effectively communicate or maintain communication between branches, departments, agencies and field operations.
  19. Internet. Worldwide interconnection of computers typically interconnected using the TCP/IP protocol. Access to the Internet is normally through service providers and available to the general public.
  20. Intranet. Intranets are privately operated internal networks that are used to publish information, implement human resource or other business applications within a company or organization. Intranets normally provide services to Associates and other individuals within a company or organization.
  21. Logistics Team. A working group responsible for coordinating the activities associated with relocation planning and deployment of essential operations and positions during a COOP event.
  22. Management Plan. An operational guide that ensures the implementation, maintenance and continued viability of the COOP.
  23. National Capital Region (NCR) for purposes of this COOP is considered the Regional Office Building and does not include field locations at this time.
  24. Phase I Associates. Designated associates expected to respond to a COOP activation within 0-12 hours.

- 
25. Phase II Associates. Designated associates expected to respond to a COOP activation within 12 hours to 30 days.
  26. Phase III Associates. Designated associates expected to return to work upon reconstitution when directed.
  27. Plan Maintenance. Steps taken to ensure the plan is periodically reviewed and updated as changes occur that impact the provisions within the COOP.
  28. Primary Facility. The site of normal, day-to-day operations; the location where the employee usually goes to work.
  29. Relocation Site. The site where all or designated Associates will report for work if forced to move from the primary facility.
  30. SERT Senior Emergency Response Team. A decision making body which provides advice and guidance regarding the potential activation of a COOP.
  31. Service Delivery Team. An operational unit representative of all Public Buildings Service disciplines which is assigned responsibility for specific National Capital Region buildings and key customers.
  32. Situation Report (SITREP). A written, formatted report that provides a picture of the response activities during a designated reporting period.
  33. Standard Operating Procedures (SOP). A standard operating procedure is a set of procedural guides and instruction relevant to the operations of an alternate facility, a response team, or an EOC.
  34. Training and Exercise. This activity includes: 1) efforts to educate/advise designated staff on COOP responsibilities, and on the existing plans; and 2) tests to demonstrate the viability and interoperability of all plans supporting COOP requirement.
  35. Vital Records & Systems. Vital records, data, systems and equipment needed to perform essential operations and functions to recover full operations following an emergency, and to protect the legal rights and interests of citizens and the Government. The two basic categories of vital records are emergency operating records, and rights and interests records to satisfy the agency's mission.



---

## Appendix C – Authorities and References

GSA has developed this COOP in compliance with the requirements of PDD-67 and other laws, statutes, executive orders and Federal mandates related to continuity of operations during an emergency.

Principle documents mandating the development and implementation of the COOP, include:

- ? Homeland Security Presidential Directive –3, March 12, 2002
- ? GSA ADM 2450.1, Alternate Site Criteria
- ? Federal Preparedness Circular 66, Test, Training and Exercise (TT&E) Program for Continuity of Operations (COOP), April 30, 2000
- ? Federal Preparedness Circular 67, Acquisition of Alternate Facilities for Continuity of Operations (COOP), April 30, 2000
- ? 41 Code of Federal Regulations (CFR) 101-20.003, Definitions and 101-20.103-4, The Occupant Emergency Program, revised as of July 1, 1999
- ? Federal Preparedness Circular 65, Federal Executive Branch, Continuity of Operations, July 26, 1999
- ? Presidential Decision Directive 62, Protections Against Unconventional Threats to the Homeland and Americans Overseas, May 22, 1998
- ? Presidential Decision Directive 63, Critical Infrastructure Protection, May 22, 1998
- ? Presidential Decision Directive 67, Enduring Constitutional Government and Continuity of Government Operations, October 21, 1998
- ? 36 Code of Federal Regulations (CFR) 1236, Management of Vital Records, amended June 7, 1995
- ? Presidential Decision Directive 39, U.S. Policy on Counter-terrorism, June 21, 1995
- ? Executive Order 12919, National Defense Industrial Resources Preparedness, June 6, 1994
- ? Federal Preparedness Circular 60, Continuity of the Executive Branch of the Federal Government at the Headquarters Level During National Security Emergencies, dated November 20, 1990
- ? Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, as amended, November 18, 1988
- ? Executive Order 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, April 3, 1984
- ? Executive Order 12148, Federal Emergency Management, dated July 20, 1979, as amended
- ? National Security Act of 1947, dated July 26, 1947, as amended

---

## Appendix D – MOU on Alternate Facilities

### ? **Alternate Site Charlie MOU**

Frederick Maryland Telework Center, 7340 Executive Way, Suite M, Frederick, MD 21704. The facility is a GSA telecommunications center and currently has backup generators, 2 T1's, firewall LAN and conference rooms. Additional infrastructure components (i.e., servers) will be obtained via 'quick ship' agreement. To establish connectivity to other GSA facilities a VPN concentrator would be used to tunnel traffic.

The point-of-contacts for the Alternate Site Charlie is:

Name: Lori Stevens

Office Number: 301-698 -5904 X1111

? Alternate Site Baker is already a part of NCR

---

**APPENDIX E-**

*DRAFT DOCUMENT 10/28/2002*

**NATIONAL CAPITAL REGION WITH CENTRAL OFFICE PLAN  
COOP COMMUNICATION PLAN**

**BACKGROUND**

In time of emergency, the Regional Office of Congressional and Public Affairs (OCPA) is charged with managing **internal communications** for the National Capital Region. During a Washington DC, area or regional emergency, OCPA will instruct and work with metro-area locations and GSA's Central Office on formulating responses and messages. **External communications** will be closely coordinated with NCR and handled in Central Office by the Office of Citizen Services and Communications (OCSC) Associate Administrator MJ Jameson (202-501-1231).

Since it is impossible to forecast an emergency, the nature of support from OCPA and OCSC will be determined by the crisis. However, the following procedures and processes are in place in case of a cataclysmic event. After evaluating the level and nature of the crisis, the Regional Administrator, can and will mobilize a public affairs action team.

**CONTINGENCY OPERATIONS FOLLOWING A CATACLYSMIC EVENT**

**NATIONAL CAPITAL REGION**

If the National Capital Region (7th and D Streets, S.W., Washington, D.C. 20407) offices are damaged or destroyed, by a cataclysmic event, NCR Senior Emergency Response Team (SERT) and Phase 1 team move to the Frederick site as directed by the Regional Administrator for the National Capital Region (Donald Williams - 202-708-9100). In coordination with the Regional Administrator, and other members of the SERT team, Kristin Williams (202-708-5927) with backup from Donna Dix (202-260-9739) or Mike McGill (202-205-1624) will coordinate **internal** communication activities on an hourly basis--more frequently if the situation calls for it --with Deputy Regional Administrator (Ann Everett - 202-708-9100), ARA Public Buildings Service (Tony Costa - 202-708-5891), ARA Federal Technology Service (Craig Kennedy -202-708-6100), Federal Supply Service (Linwood Goad-202-619-8950). In case that any of these individuals are unavailable, the next designated representative on NCR's SERT Team Cascade Plan should be contacted. **External** communications will be closely coordinated with NCR and handled by MJ Jameson (202-501-1231) in The Office of Citizen Services and Communications, Central Office. ( *Refer to Cascade cards for alternate numbers.*)

**CENTRAL OFFICE**

If GSA's Central Office (18th and F Streets, N.W., Washington, D.C.20405) is destroyed, WillowWoods (10304 Eaton Place, Fairfax, VA 22030) is GSA's alternate work site. From this alternate work site, GSA's OCSC Associate Administrator, MJ Jameson (202) 501-1231 will coordinate internal communications for Central Office Associates and external GSA communications activities on an hourly basis--and more frequently if the situation calls for it -- with Washington, DC metro-area and regional GSA offices. Coordination will take place with GSA Administrator Stephen A. Perry (202-501-0800), the National Capital Regional Administrator Donald Williams (202-708-9100), Federal Technology Service Commissioner Sandra Bates (703-306-6020), Federal Supply Service Commissioner Donna Bennett (703-605-5400) and Public Buildings Service Commissioner Joe Moravec (202-501-1100). In the event that any of these individuals are unavailable, the designated representative listed for each in the Continuity of Operations Plan (COOP) master checklist should be contacted. ( *Refer to Cascade cards for alternate numbers.*)

**NCR and CENTRAL OFFICE**

---

If NCR and Central Office are both destroyed, survivors will move to their designated alternative locations. NCR associates should call the NCR Emergency Employee Alert Line at 1-866-470-INFO (4636) for instructions.

Should the worst-case scenario occur resulting in the loss of SERT members and GSA associates in NCR and Central Office, Region 3 or 5 will assume responsibility for managing communications for GSA. Either Deputy Regional Administrator, (Mid-Atlantic - Region 3) 215-656-5501 or Deputy Regional Administrator, (Great Lakes - Region 5) 312-353-5395 will assume responsibility for management of the crisis. (*Refer to Cascade cards for alternate numbers.*)

#### OBJECTIVE

The following Continuity of Operations Plan (COOP) is a blueprint for communicating during an emergency, but it remains subject to change in order to properly address the nature of the crisis. The goal of the plan is to establish a foundation of procedures and information to support clear a timely communications plan during an emergency.

#### A. **INTERNAL COMMUNICATIONS** - to provide coordinated internal communications to NCR Associates

**PRIOR TO AN EMERGENCY:** NCR held a Safety and Awareness Week in October 2002. Brochures and emergency evacuation cards were made available to all Associates conveying a general explanation of the NCR COOP, telling Associates how they should prepare and where to find the information during a crisis (e.g., contacting supervisor, emergency 1-866-470-INFO (4636), evacuation cards, and PDF version of COOP brochure on Insite.) NCR will continue to conduct an annual Safety and Awareness Week with updated materials for Associates.

**DURING AN INCIDENT:** Regional Administrator Donald Williams (202-708-9100) will activate the NCR SERT Team and will instruct Kristin Williams (202-708-5927), Regional Director of Congressional and Public Affairs, (backup from Donna Dix -202-260-9739 or Mike McGill- 202-205-1624) to provide GSA Associates with the most up-to-date information regarding the incident and its impact on NCR. Cheryl Eyre, Director of Human Resources (202-708-6366) and member of the NCR SERT Team will assist in providing information about changes in working hours and conditions, special instructions, what Associates can expect, and what is being done to protect public health and safety. ARA for PBS, Tony Costa, (202-708-5891), ARA for FTS, Craig Kennedy (202-708-6100) and FSS Linwood Goad (202-619-8950) also members of the SERT Team, will coordinate information on the impact on federal buildings. Specifically, what is being done to mitigate the impact of the event and recover and restore operations and the facility or facilities to GSA Associates and to the public, including telecommunications, supplies and furnishings. (*Refer to Cascade cards for alternate numbers.*)

#### B. **EXTERNAL COMMUNICATIONS** - to provide the public with the most up-to-date information through coordinated external communications

From Central Office, OCSC Associate Administrator MJ Jameson, Deputy Associate Administrator David Bethel, and/or Director of Public Affairs Ed Larkin will manage the media regarding GSA-specific issues and provide information to the public about the existence of public channels as gateways for federal, state, and local government information, benefits, volunteer opportunities, and more. They will also maintain and update the following channels of communication:

www.gsa.gov, www.firstgov.gov and 1-800-FED-INFO.

Name	Title	Office phone	Home phone	Cell phone
<b>MJ Jameson</b>	<b>OCSC Associate Administrator</b>	<b>202-501-1231</b>	<b>703-671-0197</b>	<b>202-441-7316</b>
<b>David Bethel</b>	<b>Deputy Associate Administrator for Communications</b>	<b>202-306-0830</b>	<b>703-536-1837</b>	<b>202-306-0719</b>
<b>Ed Larkin</b>	<b>Director of Public Affairs</b>	<b>202-501-1515</b>	<b>703-680-9519</b>	<b>202-253-7974</b>

**INTERNAL AND EXTERNAL COMMUNICATIONS METHODS DURING COOP**

Team Member	Team Member Phone	Task	Task Point of Contact/Phone
<b>MJ Jameson</b>	<b>202-501-1231 (w) 703-671-0197 (h) 202-441-7316 (c)</b>	<b>-Manage all internal and external communication activities in coordination with Administrator Perry and his SERT team</b>	<b>Administrator Perry (202-501-0800)</b>
<b>David Bethel</b>	<b>202-306-0719 (w) 703-537-1837 (h) 202-236-0508 (c)</b>	<b>-Draft a message from the administrator for posting on <a href="http://www.gsa.gov">www.gsa.gov</a> and Insite  -Coordinate information/message with the Chief People Officer  -Write an e-mail message to associates informing them about the situation</b>	<b>Administrator Perry (202-501-0800)  -Chief People Officer  Gail Lovelace (202-501-0398)  -Director of Management Services  -June Huber (202-501-0796)</b>
<b>Ed Larkin</b>	<b>202-501-1515 (w) 703-680-9519 (h) 202-253-7974 (c)</b>	<b>-Coordinate with the National Capital Region to deliver the same message in the Washington Metro area  -Keep the loop open with regional public affairs contacts regarding messages to associates  -Coordinate messages with the external communications team</b>	<b>National Capital Region Regional Administrator Donald Williams (202-708-9100)  Public Affairs Contacts  Kristin Williams (202-708-5927-w) (202-669-1518-c)  Donna Dix (202-708-5891-w) (202-345-0916-c)  Mike McGill (202-205-1624)  External Communications Team  -Administrator Perry (202-501-0800)  -Associate Administrator, OCSC</b>

			<p><b>MJ Jameson (202-501-1231)</b>  <b>Director of Public Affairs</b>  <b>Ed Larkin (202-501-1515)</b>  <b>Public Affairs Staff</b>  <b>Eleni Martin (202-501-1030)</b>  <b>Viki Reath (202-501-1499)</b>  <b>Deborah Ruiz (202-208-0861)</b>  <b>Mary Alice Johnson</b>  <b>(202-501-2699)</b></p>
<b>Mary Kay Davis</b>	<p>202-501-0505 (w)  703-524-9587 (h)  202-253-6569 (c)</p>	<p>-Coordinate with the Office of the Chief Information Officer (CIO) about Web postings and e-mail messages  - Issue a special edition of the GSA Update  - Post e-mail message to associates about the situation</p>	<p><b>Chief Information Officer</b>  <b>Michael Carleton</b>  <b>(202-501-1000)</b>  <b>Key CIO Staff</b>  <b>Sally Perry (202-501-2871)</b>  <b>Mark Kaprow (202-501-2886)</b>  <b>Chris McFerren (202-273-3591)</b>  <b>Derrick Rogers (202-219-6813)</b></p>
<b>Glenn Siegal</b>	<p>202-501-2589 (w)  703-549-4783 (h)  703-517-0860 (c)</p>	<p>-Find out what information the Office of Personnel Management (OPM) is releasing  -Assist in posting e-mail message to associates about the situation</p>	<p><b>Office of Personnel Management</b>  <b>Communications</b>  <b>Director of Communications</b>  <b>Scott Hatch (202-606-2402)</b>  <b>Deputy Director of Communications</b>  <b>Susan Bryant (c-202-369-7777)</b></p>

**The External Communications Team will research the items such as those contained in the table below to develop an effective approach to informing the media and managing inquiries.**

<b>Assigned External Communications Team Member</b>	<b>Question</b>
<p>David Bethel  202-306-0719 (w)  703-537-1837 (h)  202-306-0719 (c)  Ed Larkin  202-501-1515 (w)  703-680-9519 (h)  202-253-7974 (c)</p>	<p>-Who is the lead agency for responding to the media?  -What, if any, questions are referred to Homeland security, FBI, etc.? When do they step in and we step out?  -What is the specific location of the incident?  -Is Administrator Perry in charge or is someone else acting?  -Any advanced warning about the incident?  -How is GSA supporting Homeland Security, FEMA, or other first responders?</p>
<p>Eleni Martin  202-501-1030 (w)  301-469-0860 (h)</p>	<p>-How many federal employees were tenants of the building? From which agencies?  -Were any children in the building at the time of the incident?  -How many people are injured, dead, or unaccounted for? How many were federal employees and how many?</p>

202-253-9683 (c)	<p>members of the general public?</p> <p>-Have GSA associates relocated to another area? If so, how many associates? Where is the location?</p> <p>-What contingency plan does GSA have in place to manage a crisis of this nature?</p> <p>-What instruction is GSA offering its associates nationwide?</p>
<p>Viki Reath</p> <p>202-501-1499 (w)</p> <p>202-833-4411 (h)</p> <p>202-253-8652 (c)</p>	<p>-When did the event occur?</p> <p>-What was our initial response and how quickly?</p> <p>-What is the scope of the incident?</p> <p>-Is it an isolated incident (just the GSA Building) or not?</p> <p>-What was the exact cause of the incident?</p> <p>-Is the building off limits (destroyed, etc)?</p> <p>-How secure is the area surrounding the building?</p> <p>-Are first responders safe?</p> <p>-How many security staff (e.g., federal protective service, contractors, etc.) does GSA have?</p> <p>-What, if any, role does GSA security have in supporting this incident?</p> <p>-Are there any suspects? (If so, how many?)</p> <p>-Has anyone been taken into custody?</p> <p>-What security measures were in place prior to the incident?</p> <p>-What security measures are in place now?</p> <p>-What is GSA doing regarding its security at other buildings nationwide?</p>
<p>Deborah Ruiz</p> <p>202-208-0861 (w)</p> <p>410-349-3587 (h)</p> <p>202-253-8807 (c)</p>	<p>-What supplies is GSA providing to assist with the crisis?</p> <p>-What is the range of supply services that we have available?</p> <p>-How are supplies purchased? How are supplies purchased in an emergency?</p> <p>-What type of shifts are our supply people on?</p> <p>-Have any FSS associates volunteered to go to the crisis area?</p> <p>-Has GSA provided any supplies or equipment for emergency search dogs sent to the incident?</p>
<p>Mary Alice Johnson</p> <p>202-501-2699 (w)</p> <p>703-671-0640 (h)</p> <p>202-253-9417 (c)</p>	<p>-What is the status of telecommunications support?</p> <p>-What IT is GSA supplying to assist with crisis management?</p> <p>-What contingency plans does GSA have in place to manage a crisis of this nature?</p> <p>-Have there been cyber attacks on GSA in the past?</p> <p>-What is the status of cyber attacks nationwide?</p> <p>-What cyber security measures were in place prior to the incident?</p> <p>-What cyber security measures are in place now?</p>

**COOP SCRIPTS**

**Script when Regional Administrator activates COOP:**

**I have activated the COOP for NCR. The SERT team is to report to the Frederick site ASAP. I am notifying you to initiate the cascade plan and report to me when all employees have been accounted for.**

**Script for Lead and Alternate Callers:**

---

**Hello, this is \_\_\_\_\_ . I have just received a call from the Regional Administrator stating that he has activated the COOP for NCR. You are to report to the Frederick site if you are a phase I Associates. All other Associates are encouraged to call their supervisors and report on their well-being. Please call 1-866-470-4636 to obtain the status of the event as well as reporting instructions. Additionally, associates should, if possible, view the information posted on the internet site of [www.gsa.gov](http://www.gsa.gov), [www.firstgov.gov](http://www.firstgov.gov), and/or call 1-800-FED-INFO.**



---

## Appendix F – Alternate Facilities and Vulnerability risk analyses

### Relocation Site:

Relocation sites have been identified for use as a Command Center and for occupancy by the SERT and other essential positions. The Regional Administrator will determine which of the relocation sites is to be occupied. Vulnerability and risk analyses have been completed for each of the possible relocation sites and are detailed in this section. If an event affects only the Regional Office Building, (ROB), the primary or Alpha relocation site will most likely be utilized. The secondary or Baker and tertiary or Charlie relocation site have been selected to address the other scenarios outlined in the COOP. The primary relocation site is local to the ROB; the secondary site is within a radius of 0-50 miles of the ROB; secondary site is within a radius of 0-25 miles of the ROB; the third site is within a radius of 25-50 miles of the ROB;

COOP relocation sites for the Regional Office Building have been reviewed and selected in accordance with either established GSA guidance (Charlie Site) and planning criteria and assumptions (Alpha and Baker). However, because the specific location of alternate sites should be considered of a sensitive nature, the sites will be designated as below in this section of the COOP.

**( Vulnerability Assessments for Alternate Sites are considered Law Enforcement Sensitive and therefore are deleted from this version of the NCR COOP )**

---

## Appendix G – Interoperable Communication for NCR :

The National Capital Region FTS Network Services Division provides FTS customers with end-to-end telecommunications services including global voice, data and video services supporting both local and long distance Government telecommunications users. The essential Phase I (0-12 hours) positions identified for this Division will be responsible for arranging for telecommunications capabilities that are required at the relocation site that are in addition to those capabilities planned for and addressed in Section 11.0, Implementation.

Interruption of service at the ROB is assured for recovery by the Verizon WITS Contingency Plan/Network Failures as well as WITS restoration and Major disaster Plans.

Under this Contingency Plan, NCR FTS with Verizon are prepared to respond and begin recovery for all Phases of the COOP, Phases I, II, and III based on requirements needed.

The Contingency Plan for WITS also provides general information concerning the use of the plan in the event of an abnormal condition, and provides procedures for updating the sections contained in the plan. Subsequent sections provide specific instructions to be used in the event of an abnormal condition, e.g., reporting procedures, restoration of switching and facilities, failure conditions, and emergency calling lists.

This plan supersedes and replaces all previous instructions related to the reporting, handling, and restoration activities associated with WITS network failures. These procedures have been issued for use by all Verizon (V) and WITS operations segments to use for guidance during restoration activities associated with abnormal service conditions.

These capabilities assure:

- ? Maintain capability commensurate with agency essential functions and activities;
- ? Secure and non-secure voice, fax, data and electronic communication needs;
- ? Communications requirements between the relocation site and field operations;
- ? Communications requirements between the relocation site and COG (Continuity of Government) elements; and
- ? Capability to communicate with all Associates, management, field locations, customers, partners, and stakeholders.

WITS Ultra Forward (WUF) line feature enhancements have been implemented and provide the ability to forward calls from anywhere to anywhere. Recommended for all existing phone numbers for all of the Command Center

---

Team and other Phase I essential personnel reporting to the relocation site. Cost is \$5.00 per month, per line.

ROB telephone numbers identified as critical for Phase I recovery are below. These numbers will be transferred to telephones placed in the Relocation Site during Phase I. GETS (Government Emergency Telephone System) cards have been obtained for the positions on the Command Center team and other essential Phase I and II positions to provide priority telephone access in case of area overload.

202-708-9100	Donald C. Williams, Regional Administrator
202-708-9100	Ann Everett, Deputy Regional Administrator
202-708-7209	Larry Monroe, Regional Emergency Coordinator
202-708-6100	Craig Kennedy, Assistant Regional Administrator, FTS
202.708.5891	Anthony Costa, Assistant Regional Administrator, PBS
202-708-5155	Sharon Roach, Regional Counsel
202.708.5020	Potomac Service Delivery Team, ROB

Other requirements include:

- ? Establish a 1-800 number with rollover capability for associates and customer call-in, manned by a representative from each service area.
- ? Possible future WITS/AIN offerings, to be considered when available:
  - ? Disaster Recovery;
  - ? Follow-Me Service for all NCR associates; and
  - ? Customized Intercept.

## Appendix H. Delegation of Authority and Succession Planning

**Delegations of Authority.** To ensure rapid response to any emergency situation requiring COOP plan implementation, NCR has pre-delegated authorities for making policy determinations and decisions at the regional level. The delegation of authority will:

- ? Identify the programs and administrative authorities needed for effective operations at all organizational levels having emergency responsibilities;
- ? Identify the circumstances under which the authorities would be exercised;
- ? Document the necessary authorities at all points where emergency actions may be required, delineating the limits of authority and accountability;

- 
- ? State explicitly the authority of designated successors to exercise agency direction, including any exceptions and the successor's authority to re-delegate functions and activities as appropriate;
  - ? Indicate the circumstances under which delegated authorities would become effective and when they would terminate. Generally, pre-determined delegations of authority would take effect when normal channels of direction are disrupted and would terminate when these channels have resumed;
  - ? Ensure that officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties; and
  - ? Specify responsibilities and authorities of individual agency representatives designated to participate as members of interagency emergency response teams.

**Orders of Succession.** NCR is responsible for establishing, promulgating and maintaining orders of succession to key positions. Orders are of sufficient depth to ensure the agency's ability to perform essential functions while remaining a viable part of the Federal Government through any emergency. Successors have been identified to assure geographical dispersion, consistent with the principle of providing succession to office in emergencies of all types. NCR will:

- ? Establish an order of succession to the position of Regional Administrator;
- ? Establish orders of succession to other key NCR leadership positions;
- ? Identify any limitation of authority based on delegation of authority to others;
- ? Describe orders of succession by positions or titles, rather than names of individuals;
- ? Include the orders of succession in the vital records of the region;
- ? Revise orders of succession as necessary and distribute revised versions promptly as changes occur;
- ? Establish the rules and procedures designated officials are to follow when facing the issues of succession to offices in emergency situations;
- ? Include in succession procedures the conditions under which succession will take place; method of notification; and any temporal, geographical, or organizational limitations of authorities;
- ? Assign successors, to the extent possible, among the emergency teams established to perform essential functions, to ensure that each team has an equitable share of duly constituted leadership; and
- ? Conduct orientation programs to prepare successors for their emergency duties.

In the event of the implementation of the COOP, and if any of the designated individuals can not perform their responsibilities as listed above, the following

---

succession plan will be implemented. The designated successor will have the responsibilities and authorities as the predecessor, unless otherwise specified.

---

## Appendix I. Distribution List

The COOP will be distributed, via hard-copy, electronic mail, or data disc as appropriate, to key officials, individuals, SERT, Phase 1 associates, Phase 2 associates, partners and stakeholders needed to perform essential operations and functions as detailed below.

- ? GSA Administrator
- ? GSA Deputy Administrator
- ? GSA Emergency Coordinator
- ? NCR Regional Administrator
- ? NCR Deputy Regional Administrator
- ? NCR Assistant Regional Administrators
- ? NCR Deputy Assistant Regional Administrator
- ? NCR Division Directors and SDT Directors
- ? NCR Regional Counsel
- ? NCR CIO
- ? NCR CFO
- ? NCR PIO
- ? FPS Regional Control Center
- ? NCR COOP Planning Team
- ? ROB Facility Manager
- ? Facility Managers of primary and secondary relocation sites
- ? Move Coordinator (PBS Special Services Team)
- ? GSA Mid-Atlantic Region, Regional Emergency Coordinator (for backup purposes in the event the Region COOP team is inoperable)
- ? GSA Great Lakes Region, Regional Emergency Coordinator (for backup purposes in the event the Mid-Atlantic Region is unable to assist NCR)

---

## **Appendix J. NCR LAN Recovery Requirements**

The NCR LAN supports the operational functions of over 670 Government owned and leased buildings within the Washington DC Metropolitan area. PBS serves as a landlord for Federal Property. In order for NCR/PBS to effectively accomplish its mission and maintain the highest level of customer support, GSA must be able to recover the necessary LAN infrastructure components during a disaster. The office relies on the LAN and its components for standard automated processes, such as developing and using spreadsheets, word processing, and electronic mail (e-mail). The office also maintains a customized database application that supports Inventory, a key resource management process. The LAN includes the following components:

- ? Authentication/network operating system server
- ? Database server (supports customized Inventory database application)
- ? File server (stores general, non-Inventory files)
- ? Application server (supports office automation software)
- ? Networked printer
- ? 30 desktop computers
- ? Several hubs.

**NOTE: The above listing should be modified to reflect the requirements of the NCR LAN during the recovery.**

Point-of-Contact: N/A

Phone Number: (301) 548-1500 \*Please note this is a 24 hour number.

Person(s) authorized to retrieve/accept Backup media from offsite storage:

Name: Paul Houston

Office : (202) 708-7445

Home: (301) 893-2580

Name: Montessa Fisher

Phone: (202) 937-5034

**LAN RECOVERY Assessments are considered Agency Sensitive and therefore are deleted from this version of the NCR COOP )**

---

## Appendix K. Flyaway Kits

These kits should be kept in a location other than one's office. Flyaway kits, as a minimum should contain the following and whatever else is needed to maintain essential operations during a COOP event:

### TYPES OF FLYAWAY KIT CONTENTS

#### A. Work Items:

- ? Laptops\*
- ? COOP Plan and appendices
- ? Cascade or Call down lists for your organization
- ? Minimum Office supplies (i.e. small amount of paper, pens and post it notes)
- ? Cell phone\*\*, AC charger, extra battery
- ? Vital records (i.e. emergency operating records, legal and financial records)
- ? Extra disks, extra rewritable CDs
- ? GSA Identification\*\*\*
- ? Key Client contact phone numbers
- ? GSA Travel Card
- ? GSA Purchase card (Contracting Officials)

\* All GSA Laptops should be maintained with essential and current computer applications, similar to those essential and current computer applications currently in use on your desktop computer.

\*\* In addition to a Cell phone, certain senior GSA personnel have been assigned supplemental communication devices and they should be considered as necessary items in their flyaway kit (e.g. personal pager, Blackberry communicator, Nextel two way cell phone, Satellite phone, 2-way police radio, Verizon priority wireless phone).

\*\*\*In addition to a GSA Identification Badge, other forms of official government issued identification are appropriately included in one's flyaway kit.

#### B. Personal Items:

(Items that you should consider keeping prepacked in a small suitcase ready to go without advance notice)

- ? Personal hygiene items (i.e. tooth brush/tooth paste, towel, bath cloth, soap, deodorant, Medicine for 30 days)
- ? Additional prescription eyeglasses
- ? Flash light and batteries
- ? Batteries (i.e. AA and AAA)
- ? Personal family contact information
- ? At least 2 days change of clothing
- ? Anything else you deem appropriate for personal reasons and preferences



---

ITEMS WHICH HAVE BEEN PRE-POSITIONED AND DO NOT NEED TO BE CARRIED IN YOUR FLYAWAY KIT UNLESS YOU DEEM APPROPRIATE FOR PERSONAL REASONS AND PREFERENCES:

C. Pre-Positioned Items:

Office Supplies (copier paper, shredder machine, file folders, scissors, ruler, writing tablets, tape, stapler, stapler remover, presentation folders, tacks, flip chart stand and paper, dry boards and markers, power surge protectors, binders, file cabinets, locking cabinets, STU phones, STU fax machine, Presentation viewer such as an *In-focus* machine etc.

Paper supplies, Utensils, Kitchen cleanup, microwave able plates,

Bedding

Linens

Pillow

Aerobed

Water

Non-perishable food items

Radio

First aid kit

Tools (screwdrivers, wrench, pliers, box of 1/4 nails)

Digital Camera and spare battery

Any kit containing sensitive or classified documents must be handled and protected in accordance with GSA Orders, Information Security (ADM P 1025.2C and GSA Internal Physical Security (PMS P 5930.1). Security measures should encompass the spectrum of considerations:

- ? Personnel (access, control)
- ? Physical (storage, transportation)
- ? Operational (validation)
- ? Information (integrity, protection)

Appendix L.

