



WILLISTON STATE COLLEGE
CONTINUITY OF OPERATIONS PLAN



Where the people make **[the difference]**.

Continuity of Operations Plan (COOP)

FOREWORD

Williston State College (WSC) leaders have an ethical and legal responsibility to ensure the safety of their students, faculty, and staff. They also have an ethical and legal obligation to operate in a prudent and efficient manner, even during impending threats or following disasters.

This continuity of operations plan (COOP) provides guidance for the entire WSC Community to perform its essential functions and continue all operations.

Recommended changes to this document may be addressed at any time. A formal review of the COOP will be conducted each biennium.

Dr. John S. Miller, President

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Introduction

The COOP is needed to address exceptional and adverse operating conditions, such as localized threats (ex. fires, floods, bombs) or global threats (ex. pandemic flu). As part of the overall Emergency Operations Manual, the COOP includes a list of plan names and the critical functions by the College departments responsible to perform them. This plan's focus is to maintain, resume, and recover the critical functions of WSC. This document will be updated at least annually by the Emergency Management Team (EMT).

The plan covers several COOP components, including:

1. Critical Functions Identification;
2. Hazard and Vulnerability Assessment (Business Impact Analysis);
3. List of Business Continuity Plan Names by Critical Functions/Divisions; and
4. Testing, Training, and Exercises.

Purpose, Applicability, and Scope

This COOP Plan for WSC presents a management framework, establishes operational procedures to sustain essential functions, and guides the restoration of full functions if normal operations in one or more of the WSC Community's locations are not functional.

This plan was prepared in accordance with Department of Homeland Security (DHS) Headquarters Continuity of Operations (COOP) Guidance Document, dated April 2004, which provides a structure for formulating a COOP.

This document focuses on the basic COOP elements: essential functions, critical systems, alternative facilities, orders of succession, delegations of authority, and vital records. Development of procedures that address the basic COOP elements and work in concert with business continuity and disaster recovery plans allows for uninterrupted delivery of WSC's essential functions.

This document applies to the full spectrum of threats and emergencies that may affect the Community including both natural and manmade events. Specifically, this COOP is based on an event scenario that disrupts WSC's essential functions. In this scenario, the College is closed for normal business activities. Under this scenario, WSC classes and offices relocate students, staff, faculty, and resources to a remote facility identified as the Emergency Relocation Site (ERS).

This COOP applies to the personnel/employees, registered students, state-owned/leased facilities, and interdependent agencies or groups within the College. This plan works in conjunction with all other College plans, such as the Emergency Operations Plan & Manual and all other applicable WSC policies and procedures.

This COOP strives to map out the restoration of normal operations and failed facilities or equipment with a skeletal crew and minimum resources needed to achieve this task. The focus of planning efforts are based on the "worst-case-scenario", which would include the inaccessibility of unavailability of WSC facilities and all contents necessary to support critical functions. Consideration has been given to various services covered by this plan, and the anticipated response time required to recover critical functions under emergency circumstances for the period of sustainment.

Essential Functions

This COOP is based on WSC’s essential functions. An Essential Function (as defined in the Federal Preparedness Circular 65) is a function that enables an organization to:

1. Provide vital or mission-critical services;
2. Exercise civil authority;
3. Maintain the safety of the general public; and/or
4. Sustain the industrial or economic base during an emergency.

It serves as an operational guide to facilitate the relocation of the WSC Community to an ERS and the backup of critical systems and vital records so that essential functions may continue. The level and manner of support needed to continue essential functions is dependent on the nature of each individual event. This plan describes the processes and procedures needed to support continuation of essential functions identified in the following table.

Priority	Department	Essential Functions
1	Students	Housing, Dining
2	Academics	Classrooms, Equipment
3	Operations	Security, Recovery, Restoration, Finance, IT
4	Communications	Media, Families, Students, Faculty, Staff
5	Athletics	Events, Teams, Equipment
6	TrainND	Classrooms, Equipment

Specific WSC departments oversee each essential function listed above, which in turn is supported by specific critical systems and/or vital records. Therefore, to maintain an operational status, WSC must support the students, faculty, required departments (staff), critical systems, and vital records at the ERS.

College essential functions are prioritized based on level of criticality following a disaster, and they must be continued under any and all circumstances. The following table shows the levels of criticality that will determine WSC’s responsibilities.

Critical Function Prioritization	
Level of Criticality	Description
Critical 1	Must be continued at normal or increased services load. Cannot pause. Necessary to life, health, and security.
Critical 2	Must be continued if at all possible, though perhaps in reduced mode. Pausing completely will have grave consequences.
Critical 3	May pause if forced to do so but must resume in 30 days or sooner.
Deferrable	May pause; resume when conditions permit.

While all essential functions are important to the successful completion of the College’s mission, some are more time sensitive than others. During an emergency that requires COOP activation,

some functions will be deferred to accommodate the more urgent functions. However, all functions will ultimately be continued as campus business returns to normal operations following the emergency event.

Authorities and References

Authority, support, and justification for COOP Planning are provided through the documents listed in Annex A.

Concept of Operations

A COOP must be maintained at a high level of preparedness and be ready to be implemented without significant prior warning. It should be implemented in full no later than 72 hours after activation and provide guidance to sustain operations for up to 90 days. The broad objective of this COOP is to provide for the safety and well-being of the WSC Community. In addition, this plan will facilitate the execution of WSC's essential functions during any crisis or emergency in which one or more of WSC's locations are threatened or inaccessible. Specifically, WSC's COOP objectives include the following:

- Enable staff to perform essential functions to prepare for and respond to the full spectrum of possible threats or emergencies including terrorism, technological catastrophes, natural or manmade disasters, and other crises.
- Identify key principals and supporting staff who will relocate.
- Ensure that the ERS can support operations.
- Protect and maintain vital records and critical systems.
- Restore WSC operations as soon as possible.

An emergency, such as an explosion, fire, or hazardous materials incident, may require the evacuation of one or more of WSC's locations with little or no advance notice. Building evacuation, if required, is accomplished via implementation of Occupant Emergency Plans for each location. *This COOP is not an evacuation plan*; rather, it provides for a deliberate and preplanned movement of selected principals and supporting staff to the ERS.

Following an incident so severe that one or more of WSC's locations are rendered unusable, or if such an event appears imminent, the President will instruct the Director for Campus Services to activate the Community COOP Plan or he or she may activate the plan independently if the President is off location. The Emergency Management Director or any Senior Emergency Management Team Official can deploy the appropriate members of the Emergency Relocation Group (ERG).

Phase I: Activation and Relocation

The extent to which orderly alert and notification is possible depends on the amount of warning received; whether personnel are on duty at Community locations or off duty at home or elsewhere; and, possibly, the extent of risk for Community personnel or locations.

The COOP will be activated to a level appropriate to the scope of disruption/emergency, and as determined by the COOP Executive Team. The COOP is officially activated by order of the College President or designee. The key staff positions include the following teams comprised of administrators within the College:

1. COOP Activation Team (COOP Executive Team)
2. COOP Planning Team (COOP Executive Team)

3. COOP Critical Function Recovery Team (COOP Executive Team, external assistance)

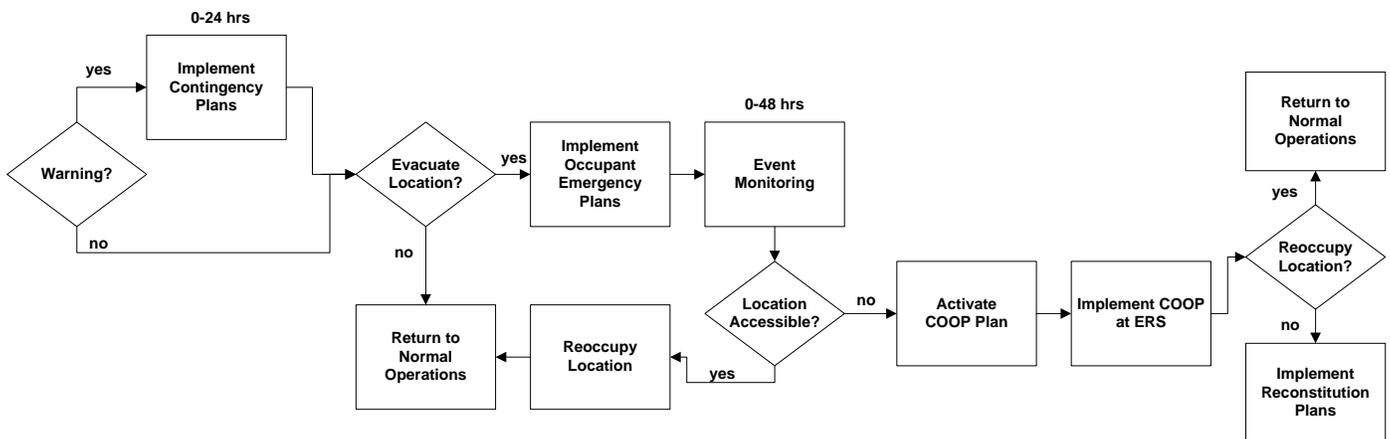
Implementation of the COOP is the responsibility of the COOP Executive Team and COOP Coordination Team. In the absence of the COOP Executive Team members, other recognized COOP Coordination Team members may assume leadership as Executive-in-Charge and activate the plan with the consensus of the rest of the available team members.

As soon as practical, following a disruption or major emergency, normal management of WSC operations will be restored. Disaster assistance for affected persons will be coordinated through the Williams County and/or City of Williston operational area. If major damage has occurred, the recovery aspects of this plan will be implemented to coordinate planning and decision-making for recovery and reconstruction efforts.

Decision Process

Execution of this COOP Plan focuses on continuing the College’s essential functions via the relocation of select personnel, ERS operations, and critical systems recovery. This COOP Plan may be executed in several phases that are delimited by the time from warning dissemination and the activities being performed. The College’s decision process is depicted below.

Any disaster, whether natural, manmade, or technological, that adversely affects the Colleges ability to perform essential functions, requires activation of this plan.



WSC Continuity of Operations Plan (COOP)

Alert, Notification, and Implementation Process

Community staff can be contacted with alert and notification information using the following contact lists.

Emergency Fire, Ambulance, Police	911
Fire Chief Chief Jason Catrambone	(701) 572-3400
City Administrator David Tuan	(701) 713-3800
Police Chief David Peterson	(701) 577-1212
Williams County Sheriff Sheriff Verlan Kvande	(701) 577-7700
Public Works Josilyn Bean	(701) 577-6368
Williams County Highway Dennis Nelson	(701) 577-4521
Williams County Emergency Manager Mike Smith	(701) 577-7707
ND Department of Transportation Tom Sorel	(701) 328-2500
American Red Cross (National) American Red Cross (Western ND Regional)	1-800-252-6746 (701) 852-2828
Williams County Disaster Emergency Service	(701) 577-7707
Williston Family Crisis Shelter/Center	(701) 572-0757
Mercy Medical Center	(701) 774-7400
Williston Police Department	(701) 577-1212
Williams County Sheriff's Office	(701) 577-7700
Williston Fire Department/Ambulance Service	(701) 572-3400
Northwest Narcotics Task Force	(701) 577-7711
Williston FBI Office	(701) 713-4112
Rape Victim Hotline	(800) 472-2911
Poison Center	(800) 732-2200

FEMA Regional Office Contact Information

From its offices in Denver, FEMA's Region VIII works in partnership with emergency management agencies of Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming to prepare for, respond to, and recover from disasters. Region VIII's most common challenges are tornadoes, severe storms, and winter storms that can also cause flooding, flash-flooding, and landslides throughout the region.

Federal Emergency Management Agency
Denver Federal Center
Building 710, Box 25267
Denver, CO 80225-0267
For General Inquiries, please call: (303) 235-4800.

Note: Information and guidance for Community members is normally relayed by network messages, e-mail, or phone using existing emergency calling plans. All members of the ERG will be notified initially by phone; however, other Community staff members will be notified via network alerts and/or public address announcements, as appropriate. Depending on the situation, current information may also be available via announcements released to and made by local radio and TV stations.

Employees should listen for specific instructions and specifically for the words "Emergency Personnel." All Community employees should remain either at their office or at home until specific guidance is received.

Leadership

Orders of Succession and Delegations of Authority

In the event that the President is not available or is disabled, the authority and responsibility to activate the COOP shall follow this chain of succession:

Acting President

1. Vice President for Academic Affairs
2. Vice President for Student Affairs
3. Chief Financial Officer
4. Director for Campus Services
5. Regional Director for Technical Programs and Training
6. Director for Human Resources
7. Director for Creative Services
8. Director for Information Technology
9. Athletic Director
10. Director, Small Business Development Center

COOP Executive Team

The main objective of the COOP Executive Team is to oversee the restoration of services to the WSC Campus and continuation of critical functions following a disruption to the WSC mission, whether due to a natural disaster, human-caused emergency, or technological failure. The COOP Executive Team is responsible for overall decision-making at the policy level, especially when conflicts arise due to immediately limited resources. The COOP Executive Team also serves as the main

decision-making body for emergency response efforts, as described in the WSC Emergency Operations Manual.

Position	COOP Executive Team
Reports to	NDUS
Staffed by	<ul style="list-style-type: none"> • President • Vice President for Academic Affair • Vice President for Student Affairs • Athletic Director • Director for Information Technology • Director, Small Business Development Center • Chief Financial Officer • Director for Human Resources • Director for Campus Services • Director for Creative Services
Duties	<p>The specific duties for the COOP Executive Team are:</p> <ul style="list-style-type: none"> • Activate the COOP Plan and assign activation level (low, high, medium); • Appoint members to lead the COOP Activation Team; • Activate the COOP Activation Team; • Provide leadership throughout the business disruption; • Make executive, policy-level decisions; • Provide situation updates to the NDUS Office, as well as emergency response personnel, on the status of the COOP activities; • Provide support for relocation needs identified by the COOP Activation Team; and, • Ensure decisions on relocation facilities are communicated to all staff members.

Position	Communications & Public Affairs
Reports to	COOP Executive Team Leader
Staffed by	<ul style="list-style-type: none"> • Director for Creative services
Duties	<ul style="list-style-type: none"> • Provide communications with media, the public, and staff members. Communicate to external entities, including responding to media inquiries. Clear releases by the designated Public Information Officer to ensure that coordinated, appropriate public statements are made.

Position	Public Safety
Reports to	COOP Executive Team Leader

Staffed by	<ul style="list-style-type: none"> Emergency Management Team Designee
Duties	<ul style="list-style-type: none"> Public Safety works in an advisory and situational status reporting capacity to the COOP Executive Team Leader. During an emergency, the designee will direct the emergency response and will communicate with incident command established at the site of the emergency, as well as with local public safety entities. In this capacity, updates should be provided to the COOP Executive Team and COOP Activation Team about Public Safety response efforts and any effects the emergency will have on the continuity of operations.

Position	Risk Management
Reports to	COOP Executive Team Leader
Staffed by	<ul style="list-style-type: none"> Loss Control Committee
Duties	<ul style="list-style-type: none"> Risk Management works in an advisory capacity to the COOP Executive Team Leader. During a COOP event, Risk Management will provide insight on liability and contractual concerns as part of effective decision-making by the COOP Executive Team.

COOP Activation Team

The main objective of the COOP Activation Team is to support restoration of the critical functions to WSC. The key areas of focus are on supporting staff members, Information Technology systems, business and finance concerns, and academic affairs. Some of these positions may overlap with those assigned to coordinate emergency response activities, as described in the WSC Emergency Operations Plan & Manual.

Position	COOP Activation Team (COOP Executive Team)
Reports to	COOP Executive Team Leader
Staffed by	<ul style="list-style-type: none"> President or Designee Vice President(s) Director(s)/Chair(s)
Duties	<ul style="list-style-type: none"> Ensure decisions on relocation facilities are communicated to all staff & faculty members. Restoration of vital cyber-infrastructure and IT support services. Provide for the coordination of personnel tracking and staffing efforts conducting COOP efforts. Support decision making around staff expectations, especially in a COOP event. Provide for coordination of staff and resources to meet recovery time objectives for all financial services' essential functions.

COOP Planning Team

The main objective of the COOP Planning Team is to develop and maintain updates of all departments at WSC. This includes tracking financial expenditures, providing for immediate emergency spending authorizations, and developing short-term and long-term business services restoration plans for returning to normal operations. Some of these positions may overlap with those assigned to coordinate emergency response activities, as described in the WSC Emergency Operations Plan & Manual.

Position	COOP Planning Team (COOP Executive Team)
Reports to	COOP Executive Team Leader
Staffed by	<ul style="list-style-type: none"> • Vice President(s) or Designee(s) • Director(s)/Chair(s) or Designee(s)
Duties	<ul style="list-style-type: none"> • Develop short- and long-term plans for continuity of services and a long-term return to normal business operations. Maintain situations reports, including financial records. Track and document expenses incurred by the COOP Activation Team and overall efforts during a disaster/crisis to support financial recovery once the crisis is over. Disburse emergency funding in accordance with the delegated levels of spending.

COOP Critical Function Recovery Team

The main objective of the COOP Critical Function Recovery Team (Campus Services) is to provide resource options for departments and divisions that must relocate or access additional resources during a continuity event. Some of these positions may overlap with those assigned to coordinate emergency response activities, as described in the WSC Emergency Operations Plan & Manual.

Position	COOP Critical Function Recovery Team (Campus Services)
Reports to	COOP Executive Team Leader
Staffed by	<ul style="list-style-type: none"> • Vice President(s) or Designee(s) • Director(s)/Chair(s) or Designee(s)
Duties	<ul style="list-style-type: none"> • Oversees the physical plant recovery efforts toward restoration of priority essential functions. This unit works closely with the Emergency Operations Center (EOC), as needed. Estimates of damage and recovery are essential to the COOP Activation Team’s long-term relocation and telework strategies, especially if the emergency has caused extensive physical damage to Campus. • The team member(s) will also be the coordination point for procurement of critical equipment needed for essential functions.

Emergency Management Team

Personnel with select knowledge, skills, and abilities are required to perform the tasks associated with the Community's essential functions. The following personnel are identified as critical members of the EMT.

1. Vice President for Academic Affairs
2. Vice President for Student Affairs
3. Chief Financial Officer
4. Director for Campus Services
5. Regional Director for Technical Programs and Training
6. Director for Human Resources
7. Director for Creative Services
8. Director for Information Technology
9. Athletic Director
10. Director, Small Business Development Center

Execution

Departure of ERG Advance Team:

Working with local law enforcement authority, the Senior COOP Official notifies other Community offices outside the affected area and clients, as appropriate, that activation of the COOP Plan is in progress.

At the time of an emergency notification, and in the absence of guidance to the contrary, non-ERG personnel present at each affected Community location are directed to go home to await further instructions.

Transition of Responsibilities to the Deployed ERG:

- Following arrival at the ERS, the Community Chief Municipal Officer, or designee, orders the cessation of operations at the affected Community location(s).
- As appropriate, the Senior COOP Official, or designated representative, notifies other offices outside the affected area, communities, and vendors and other service providers that Community operations have been relocated temporarily and provides direction to either continue or temporarily suspend provision of service.

Phase II: Alternate Facility Operations

Alternative facilities (i.e., ERSs) must be capable of supporting operations in a threat-free environment in the event that essential functions and supporting staff are relocated to the site. A relocation site must have sufficient space and equipment to sustain operations for a period of up to 30 days. An ERS must also have the appropriate physical security and access controls.

The Senior COOP Official, or designated alternate, conducts annual reviews of the space allocations with each ERS Support Official to ensure the adequacy of space and other resources.

Depending on the nature of the incident, the College maintains a number of alternate facilities on/off site that could sustain operations.

The COOP Critical Function Recovery Team will assist in identifying alternate facilities based on the requirements for operations, operational risk, and

advantages/disadvantages for each option. Performance of a risk assessment is vital in determining which alternate location will best satisfy a department’s requirements.

Alternate facilities should provide:

1. Sufficient space and equipment;
2. Capability to perform critical function(s) within 12 hours and for up to 90 days (or another timeframe as determined);
3. Reliable logistical support, services, and infrastructure systems;
4. Consideration of health, safety, and emotional well-being of personnel;
5. Interoperable communication; and,
6. Computer equipment and software.

Mission Critical Systems

In general, the telecommunication and information system support provided at Community locations is available independently at the ERS. It is imperative that the Senior COOP Official ensures that unique or critical information system requirements are considered in planning and, if appropriate, identified as capabilities to be provided by support organizations at the ERS. Community offices shall maintain all necessary and up-to-date files, computer software, and databases required to carry out essential functions.

Alternate systems and equipment will provide the College with the ability to perform critical functions at the alternate facility, as well as to support the College’s resumption of normal operations. Mission-critical systems and equipment will provide:

1. Capability to commensurate with the College’s critical functions;
2. Ability for personnel to access systems and equipment;
3. Ability to support COOP/BCP operation requirements; and,
4. Ability to operate at the alternate facility within 72 hours and for up to 90 days (or another timeframe as determined).

System Name	Current Location	Other Locations
Telecommunication	Stevens Hall	Williston Area Recreation Center
Information system	Stevens Hall	Williston Area Recreation Center

Vital Files, Records, and Databases

One COOP Plan responsibility is to comply with the U.S. National Archives and Records Administration Code of Regulations, Subchapter B – Records Management, to ensure the protection and continuous availability of vital records. Vital records are documents, references, and records, regardless of media type, that are needed to support essential functions under the full spectrum of emergencies and disasters. All vital records must be protected from damage or destruction. College vital records are stored in a properly equipped, environmentally controlled facility that is secure but also accessible when needed for records retrieval. The Director for Information Technology is to make certain that databases and other references supporting the

essential functions of the Community are prepositioned at each ERS, carried with deploying personnel, or available through a backup process.

Over time, vital records become outdated and require updating through a process called cycling. Inclusion of cycling procedures in the Vital Records Management Program ensures that vital records are current and accurate when needed.

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location
Student records	Hardcopy and electronic	no	no	yes
Institutional records (employee, financial)	Hardcopy and electronic	no	yes	yes

Phase III: Reconstitution

Within hours of relocating to the ERS, the COOP Executive Team Leader, with the approval of Federal, State, and local law enforcement and emergency services, initiates operations to salvage, restore, and recover the College location(s). These reconstitution efforts generally begin when the President, or other authorized person, ascertains in coordination with Federal, State, and local authorities that the emergency situation has ended and is unlikely to recur. However, once the appropriate College official determines that the emergency has ended; immediate reconstitution may not be practical. Depending on the situation, one of the following options should be considered for implementation:

- Continue to operate from the ERS.
- Begin an orderly return to College locations and reconstitute from remaining College offices or other resources.
- Begin to establish a reconstituted College in some other facility.

COOP Planning Responsibilities

President or His/Her Designee

- Provides overall policy direction, guidance, and objectives for COOP Planning.
- Provides policy direction, guidance, and objectives during an incident for the implementation of the COOP Plan.
- Consults with and advises appropriate officials during implementation of the COOP Plan.
- Serves as the principal College representative to external parties and groups during implementation of the COOP Plan.
- Serves as the College COOP program point of contact.
- Coordinates implementation of the COOP Plan and initiates appropriate notifications inside and outside the Community during COOP Plan implementation.
- Coordinates the COOP Training, Testing, and Exercising Program.
- Aids ERG efforts at the ERS.

- Initiates recovery of the College, as part of reconstitution.

Emergency Management Team

- Prepares site support plans to support the implementation of the COOP Plan to facilitate the smooth transition of direction and operations from the College location(s) to the ERS.
- Provides for the proper storage of backup copies of vital records and other pre-positioned items.
- Designates personnel responsible to assist the arriving ERG Advance Team.
- Maintains a current roster of designated site support staff.
- Supports periodic coordination visits by Community offices.
- Keeps the Senior COOP Official COOP Executive Team Leader informed of site vulnerabilities or changes in site resources that may impact the effective implementation of the COOP Plan.
- Requests an annual security risk assessment of the ERS by security staff to assist in ensuring COOP relocation site readiness.
- Coordinates appropriate billeting arrangements with the ERS, if appropriate, for employees who will not commute and need to remain overnight near the ERS.
- Conducts periodic coordination visits to the ERS.
- Participates in scheduled tests, training, and exercises.

Division and Department Head

- Appoints a COOP point of contact for coordination and implementation of the COOP Plan.
- Keeps the Senior COOP Official informed of any changes in the designation of the office COOP point of contact.
- Identifies essential functions to be performed when any element of the Community is relocated as part of the COOP Plan.
- Identifies those functions that can be deferred or temporarily terminated in the event the COOP Plan is implemented.
- Maintains a current roster of office personnel designated as ERG members.
- Maintains current personnel emergency notification and relocation rosters.
- Prepares backup copies or updates of vital records.
- Ensures that the time and attendance function is represented on the ERG.
- Designates personnel to assist security officials in securing office equipment and files at Community locations when implementing the COOP Plan.
- Conducts periodic tests of the office telephone notification cascade(s).

College Staff

- Review and understand the procedures for emergency evacuation of Community locations in the Occupant Emergency Plan.
- Review and understand responsibilities related to COOP support functions and performance of Community essential functions at a relocation site.
- Report to work to perform essential functions as detailed in this COOP Plan or as requested.
- Provide current contact information to supervisors.

Logistics

Alternate Locations

The College has designated one ERS location following an event that disables the infrastructure supporting College activities that occur at town hall and/or department offices. The ERS should be used when town hall and/or department offices or buildings

are closed for normal business activities. The relocation site has adequate space, the necessary equipment, and the connectivity to support relocating each ERG responsible for performing essential functions.

Depending on the nature of the incident, the College maintains a number of alternate facilities on/off site that could sustain operations.

The EMT will assist in identifying alternate facilities based on the requirements for operations, operational risk, and advantages/disadvantages for each option. Performance of a risk assessment is vital in determining which alternate location will best satisfy a department's requirements.

Alternate facilities should provide:

1. Sufficient space and equipment;
2. Capability to perform critical function(s) within 72 hours and for up to 90 days (or other timeframe as determined);
3. Reliable logistical support, services, and infrastructure systems;
4. Consideration of health, safety, and emotional well-being of personnel;
5. Interoperable communication; and,
6. Computer equipment and software.

Interoperable Communications

The success of College operations at the ERS depends upon the availability and redundancy of significant communication systems to support connectivity to internal organizations, other agencies, critical customers, and the public. Interoperable communication should provide a capability to correspond with the Community's essential functions, to communicate with other Federal agencies, State agencies, and local emergency support personnel, and to access other data and systems necessary to conduct all activities.

The College will identify available and redundant critical communication systems for use at the alternate facility. The existing systems provide redundancy and the ability to communicate within and outside the College.

Interoperable communications will provide:

1. Capability to commensurate with the College's critical functions;
2. Ability to communicate with essential personnel;
3. Ability to communicate with other agencies, organizations, and customers;
4. Access to data and systems;
5. Communication systems for use in situations with and without warning;
6. Ability to support COOP operational requirements;
7. Ability to operate at the alternate facility within 12 hours or for up to 30 days (or another timeframe as determined); and,
8. Interoperability with existing field infrastructures.

College departments maintain their own emergency contact information and plans for phone tree contacts. All WSC employees have registered their contact information in the PeopleSoft system, which can be used to notify employees of an emergency.

Additional emergency communication systems include:

- Campus phones

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- Cellular phones
- WSC website
- Local radio stations
- Assurance NM – Emergency Notification System

Test, Training, and Exercises

A changing threat environment and recent events emphasize the need for COOP capabilities that enable the College to continue its essential functions across a broad spectrum of emergencies. Federal Preparedness Circular (FPC) 66, in accordance with FPC 65, states that testing, training, and exercising of COOP capabilities are necessary to demonstrate and improve the ability of agencies to execute their essential functions. The College Tests, Training, and Exercises (TT&E) Program incorporates the three functional areas of testing systems and equipment, training personnel, and exercising plans and procedures.

Strategy and Program Management

Strategy

The Community COOP Plan includes the objectives and key strategies for developing and maintaining a viable COOP program, including the support for short- and long-term initiatives.

Program Management

The Program Management Plan (PMP) is a critical element of the College's strategic planning activities because it documents the tactics executed to achieve the initiatives in the multiyear strategy. It describes the College's needs, defines roles and responsibilities, and documents specific program timelines. In addition, the PMP provides an effective program management tool for oversight, resource allocation, and progress evaluation.

COOP Plan Maintenance

To maintain viable COOP capabilities, the College is continually engaged in a process to designate essential functions and resources, define short- and long-term COOP goals and objectives, forecast budgetary requirements, anticipate and address issues and potential obstacles, and establish planning milestones. Following is a list of standardized list of activities necessary to monitor the dynamic elements of the College COOP Plan and the frequency of their occurrence.

Activity	Tasks	Frequency
Plan update and certification	Review entire plan for accuracy. Incorporate lessons learned and changes in policy and philosophy. Manage distribution.	Annually
Maintain orders of succession and delegations of authority	Identify current incumbents. Update rosters and contact information.	Annually
Maintain emergency relocation site readiness	Check all systems. Verify accessibility. Cycle supplies and equipment, as	Semiannually

Activity	Tasks	Frequency
	necessary.	
Monitor and maintain vital records management program	Monitor volume of materials. Update/remove files.	Ongoing

Annex A: Authorities and References

Authority, support, and justification for COOP planning are provided through the documents listed below.

Federal Guidance

Executive Order 12148–Federal Emergency Management. EO 12148 establishes Federal policies and coordinates civil emergency planning, management, and assistance functions. It also establishes the President’s role in working with State and local governments.

Executive Order 12472–Establishment of the National Communications System. EO 12472 establishes the National Communication Systems as a Federal interagency group assigned national security and emergency preparedness telecommunications responsibility throughout the full spectrum of emergencies. Responsibilities include planning, developing, and implementing enhancements to the national telecommunications infrastructure to achieve measurable improvements in survivability, interoperability, and operational effectiveness under all conditions. This is accomplished by effective management and by using national telecommunication resources to support the Government during any emergency.

Executive Order 12656–Assignment of Emergency Preparedness Responsibilities. EO 12656 is the foundation of these mandates. It requires Federal agencies to develop plans and procedures that ensure the survival of the U.S. Constitution and American Government by enabling them to continue to provide essential functions and services during and following a disaster or emergency. Executive Order 12656 assigns national security management preparedness responsibilities to Federal departments and agencies.

Presidential Decision Directive 63. PDD–63 is a national-level effort to ensure the security of the increasingly vulnerable and interconnected infrastructure of the United States. It requires departments and agencies to develop a plan for protecting critical infrastructures, including telecommunications, banking and finance, energy, transportation, and other essential functions and services. The directive addresses those services provided by Federal, State, and local governments.

Presidential Decision Directive 67. PDD–67 directs the Federal executive branch departments and agencies to have a viable COOP Plan and capability. Departments and agencies must be able to operate at their alternative facilities with or without warning no longer than 12 hours after the disaster and to maintain sustained operations for a minimum period of up to 30 days. The plans identify those requirements necessary to support the primary functions, such as emergency communications, establishing a chain of command, and delegations of authority.

Executive Order 13228—Establishing the Office of Homeland Security and the Homeland Security Council. EO 13228 establishes the Office of Homeland Security in response to the terrorist attacks on September 11, 2001. Responsibilities of the office include developing and coordinating the implementation of a comprehensive national strategy to secure the United States from terrorist threats or attacks. The office shall coordinate the executive branch’s efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the United States.

Executive Order 13231—Critical Infrastructure Protection in the Information Age. EO 13231 establishes a protection program that consists of continual efforts to secure information

systems for critical infrastructure that includes emergency preparedness communications. To achieve this policy, there will be a senior executive branch committee to coordinate that will have cognizance over all Federal efforts and programs involving continuity of operations, continuity of government, and Federal department and agency information systems protection.

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Amended (U.S. Code Title 42 Section 5121). This act provides for an orderly and continual means of assistance by the Federal Government to state and local governments for carrying out their responsibilities to alleviate the suffering and damage that result from disasters. 42 USC 5121 encourages the development of comprehensive disaster preparedness and assistance plans, programs, capabilities, and organizations by the States and local governments.

U.S. National Archives & Records Administration (NARA) Code of Federal Regulations. The NARA Code of Federal Regulations (CFR), Subchapter B, Records Management, provides guidance and prescribes policies for records management programs relating to record creation and maintenance, adequate documentation, and proper record disposition.

Homeland Security Presidential Directive–1. The Homeland Security Council (HSC) shall ensure coordination of all homeland security-related activities among executive departments and agencies and promote the effective development and implementation of all homeland security policies. The HSC Principals Committee (HSC/PC) shall be the senior interagency forum under the HSC for homeland security issues. The HSC Deputies Committee (HSC/DC) shall serve as the senior sub-Cabinet interagency forum for consideration of policy issues affecting homeland security. HSC Policy Coordination Committees (HSC/PCC) shall coordinate the development and implementation of homeland security policies by multiple departments and agencies throughout the Federal Government and shall coordinate those policies with State and local government.

Homeland Security Presidential Directive–3. The Homeland Security Advisory System provides warnings in the form of a set of graduated “Threat Conditions” that would increase as the risk of the threat increases. At each threat condition, Federal departments and agencies implement a corresponding set of “Protective Measures” to further reduce vulnerability or increase response capability during a period of heightened alert. This system is intended to create a common vocabulary, context, and structure for an ongoing national discussion about the nature of the threats that confront the homeland and the appropriate measures that should be taken in response. It seeks to inform and facilitate decisions appropriate to different levels of government and to private citizens at home and at work.

FEMA Federal Preparedness Circular (FPC) No. 65–Federal Executive Branch Continuity of Operations (COOP). FPC 65 provides guidance to Federal executive branch departments and agencies for developing viable and executable contingency plans for continuity of operations. COOP planning facilitates the performance of department/agency essential functions during any emergency or situation that may disrupt normal operations. FPC 65 requires that each agency appoint a senior Federal Government executive as an emergency coordinator to serve as program manager and agency point of contact for coordinating agency COOP activities. This ensures continuous performance of an agency’s essential functions during an emergency and protects essential facilities, equipment, records, and other assets. The actions recommended in FPC 65 will reduce disruptions to operations and loss of life and minimize damage and losses. It achieves a timely and orderly recovery from an emergency and resumption of full service to customers.

Federal Preparedness Circular No. 66–Test, Training and Exercise (TT&E) Program for Continuity of Operations (COOP). FPC 66 provides guidance to Federal executive branch departments and agencies for use in developing viable and executable TT&E programs to support the implementation and validation of COOP plans. These activities are important elements of a comprehensive emergency preparedness program necessary to improve the ability of agencies to effectively manage and execute their COOP plans.

Federal Preparedness Circular No. 67–Acquisition of Alternate Facilities for Continuity of Operations (COOP). FPC 67 provides guidance to Federal executive branch departments and agencies for acquiring alternative facilities to support their COOP. FPC 67 requires agencies to designate alternative operating facilities as part of their COOP plans and prepare their personnel for the possibility of sudden relocation of essential functions or COOP contingency staff to these facilities should an emergency necessitate that action.

State of North Dakota Guidance

North Dakota Century Code CHAPTER 37-17.1 Emergency Services

The legislation provides basic Emergency Service responsibilities for meeting dangers presented to the State and its people by emergencies and disasters.

North Dakota State Board of Higher Education Policy 906

The policy requires each North Dakota University System (NDUS) institution develop and implement comprehensive Emergency Management Plans, including emergency preparedness and continuity of operations, in order to meet federal and state requirements and NDUS and institution needs.

Annex B: Alternate Location/Facility Information

The College has designated one primary ERS to support the COOP Planning Team following an event that disables the infrastructure supporting College activities. The ERS should be used when College buildings are closed for normal business activities. The relocation site has adequate space, the necessary equipment, and the connectivity to support relocating each COOP Planning Team member responsible for performing essential functions.

Emergency Relocation Site Information	
Address	822 18th Street East Williston, ND 58802
Phone Number	(701) 774-9773
Relocation Site Official	WSC President
Map	

Annex C: Plan Activation and Notification

The College has designated one primary ERS to support the ERG following an event that disables the infrastructure supporting Community activities that occur at town hall and/or department offices buildings. The ERS should be used when the headquarters and/or regional office buildings are closed for normal business activities. The relocation site has adequate space, the necessary equipment, and the connectivity to support relocating each ERG responsible for performing essential functions.

Emergency Level	Type of Events	COOP Plan Activation Authority	Notification Method
(Local Emergency)	(Fire, campus violence, etc.)	WSC President	(Telephone tree)
		(Any communication that involves potential injury, loss or property or loss of life.)	(Assurance NM)
(Regional or National Emergency)	(Tornado, flood or other localized disasters)	(WSC President) (Lead law enforcement agency)	(Telephone tree)
		(Tornado, flood, other disaster that involve potential injury, loss or property or loss of life.)	(Assurance NM)
			(Media announcement addressing Federal government activities and directing Federal employees to report to alternate emergency work locations)
(National Security Emergency)	(Terrorist use of weapons of mass destruction)	(WSC President) (Lead law enforcement agency)	(Telephone tree)
		(Terrorist, WMD attack that may involve potential injury, loss or property or loss of life that activates plan – automatically activated when employees are unable to communicate with their supervisors within 4 hours after the President declares an emergency.)	(Assurance NM)
			(Media announcement addressing Federal government activities, if available. If unavailable, activation is automatic after 4 hours.)

The following table defines the parameters of activation using three levels: *Low*, *Medium*, and *High*, and for three types of emergency scenarios: *Information Technology (IT) outage*, *Local/Building Emergency*, and a *Regional Disaster*. Activation levels describe the scope of activation. The three emergency scenarios are general descriptions of the effects of the emergency and are discussed in greater depth in the sections that follow.

Activate	Technology Services	Local/Building Emergency	Regional Disaster
Low-Impact Activation			
<i>Notification/Activation:</i> Executive Team, Public Affairs, and Planning. Notify staff about condition. Head of Unit will activate their department BCP if needed.	An event that delays, slows, or intermittently denies connectivity. Office maintains some level of workable connectivity. During some crucial periods, such an outage may be elevated to a medium-level event.	An event (ex. fire, violence, bomb threat, utility outage) that can be managed by the College and Williston PD, and causes minimal disruption to daily functions.	Threat of regional disaster, such as a hazardous material incident, natural disaster, or disease outbreak that impacts facilities and people.
Medium-Impact Activation			
<i>Notification/Activation:</i> Executive Team, Public Relations, Public Safety/Risk Management, and Unit Leaders. Alert all staff about condition of building; provide reporting requirements.	Incident duration expected to be greater than 24 hours, preventing systems access, connectivity, and/or telephone access.	Any local emergency (Ex. major fire, tornado, or hazardous materials incident) that include outside public safety support (ex. local fire and/or police departments), and impact daily functions. Impacts multiple departments and requires evacuation of building and/or cancellation of events.	Impacts human health, regional facilities, and services. Impact is region-wide, and resources are scarce for up to 24 hours after the event.
High-Impact Activation			
<i>Notification/Activation:</i> Full activation of the COOP Coordination Team. Alert all College staff of condition of building and region.	Catastrophic impacts to Technology Services systems and/or telephone systems. Complete loss of connectivity for an indeterminate period.	Substantial or total loss of a College building for an indeterminate time (ex. Fire or tornado damage).	Regional Disaster (Ex. flood, fire, tornado, disease breakout) that leave College building(s) inaccessible, severity impacts WSC infrastructure(s) and causes critical staff shortages.

Annex D: Definitions and Acronyms

The following terms or phrases are found in this document.

Emergency Relocation Site (ERS). A remote alternative facility to which the ERG moves to continue essential functions in the event that traditional work sites are incapacitated. The ERS facility is one in which a department can continue its prioritized essential functions while the primary facility is unavailable, out of services, or being repaired. Essential functions take place at an alternate facility(ities) until the primary facility is returned to use or until a new primary facility is identified. Alternate facilities may also refer to nontraditional options, such as working from home (teleworking), telecommuting, and mobile office concepts.

The Emergency Management Team (EMT). EMT personnel immediately deploy to the ERS upon receiving a COOP warning or activation, to initiate actions at the ERS in preparation for the arrival of the main body of Emergency Personnel. EMT plus Emergency Personnel constitute an ERG.

Business Continuity Plan (BCP). The BCP provides procedures for sustaining an organization's business functions during and after a disruption. An example of a business function may be an organization's payroll process or consumer information process. A BCP may be written for a specific business process or may address all key business processes.

Business Recovery Plan (BRP). The BRP addresses the restoration of business processes after an emergency, but unlike the BCP, lacks procedures to ensure continuity of critical processes throughout an emergency or disruption.

Continuity of Operations (COOP) Plan. An action plan that provides for the immediate continuity of essential functions of an organization at an alternative facility for up to 90 days in the event an emergency prevents occupancy of its primary facility.

Delegation of Authority. Delegation of authority is the specification of activities that those who are authorized to act on behalf of the agency head or other key officials may perform. Documentation provides the legal authority for officials to make policy decisions during a COOP situation.

Disaster Recovery Plan (DRP). The DRP applies to major, usually catastrophic, events that deny access to the normal facility for an extended period. Frequently, DRP refers to an IT-focused plan designed to restore operability of the target system, application, or computer facility at a relocation site after an emergency.

Emergency Personnel. The key principals and staff members of the ERG, responsible for the execution of essential functions. Advance Team plus Emergency Personnel constitute an ERG.

Essential functions. Is defined as a function that enables an organization to provide vital services, exercise civil authority, maintain the safety and well-being of the general public, or sustain the industrial or economic base during an emergency.

Occupant Emergency Plan (OEP). The OEP provides the response procedures for occupants of a facility in the event a situation poses a threat to the health and safety of personnel, the environment, or property. Such events include a fire, hurricane, criminal attack, or a medical emergency.

Point of Contact (POC). The designated focal point for actions involving a specific plan, as in “COOP POC.”

Relocation Site (RS). Relocation involves the actual movement of essential functions, personnel, records and equipment to alternate (sometimes referred to as a “continuity”) operation facility. It may also involve:

1. Transferring communications capability to the alternate facility;
2. Ordering supplies and equipment that are not already in place at the alternate facility; or
3. Other planned activities, such as providing network access.

Risk Assessment. Process of identifying the risks an organization, assessing the critical functions necessary for an organization to continue business operations, defining the controls in place to reduce organization exposure and evaluating the cost for such controls. Risk analysis often involves an evaluation of the probabilities of a particular event.

Succession of Leadership. Succession of leadership is the hierarchy of critical positions required in an emergency and the order in which one person can replace another of a higher authority. Orders of succession are not limited solely to management positions. Successors should be listed by position title, and not by the name of the current person in that position.

Vital Records. Electronic and hardcopy documents, references, and records needed to support essential functions during a COOP situation. The two basic categories of vital records are *emergency operating records* and *legal and financial records*.