

Department/Agency Headquarters Devolution of Operations Plan Template

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Department/Agency Headquarters Devolution of Operations Plan

Foreword

The foreword should introduce readers to your devolution of operations plan and establish the Department/Agency’s rationale for creating the plan. It must also include a signature block for the director of the Department/Agency so that he/she may sign the plan once approved to make it a valid plan.

(Sample text)

The **[Enter Department/Agency (D/A) name here]** supports the overall **[Enter Parent Organization name here]** mission by **[enter text to describe how your D/A supports the mission of the parent organization here]**. To accomplish its mission, **[Enter Department/Agency name here]** must ensure that operations continue, with minimal disruptions to essential functions, especially during an emergency.

To support this mission, **[Enter Department/Agency name here]**, must be prepared to continue its essential functions during any type of threat or emergency, and to effectively resume its mission and essential functions if an interruption threatens. This document provides planning and program guidance to ensure the continuation of **[Enter Department/Agency name here]**’s essential functions in the event that **[Enter Department/Agency name here]** Headquarters (HQ) is incapacitated and HQ personnel are unavailable or incapable of activating or deploying to the normal Continuity of Operations emergency relocation site.

This plan has been developed in accordance with guidance in Executive Order (EO) 12656, *Assignment of Emergency Preparedness Responsibilities*; Presidential Decision Directive (PDD) 67, *Enduring Constitutional Government and Continuity of Government (COG) Operations*; Federal Preparedness Circular (FPC) 65, *Federal Executive Branch Continuity of Operations (COOP)*; Department of Homeland Security Management Directive 9300.1, *Continuity of Operations Programs and Continuity of Government Functions*; and other related Directives and guidance.

[Director signs here] _____
[Enter Director’s name here]
Director
[Enter Department/Agency name here]

Distribution: [Enter Department/Agency distribution category and/or information here]

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CHAPTER 1: INTRODUCTION

The Introduction should briefly stress how the Department/Agency supports the missions of its parent organization and that a continued continuity of operations under any circumstance is needed to ensure there is no disruption in service.

(Sample text)

The **[Enter Department/Agency name here]** Headquarters (HQ) supports the overall **[Enter Parent Organization name here]** mission by using a comprehensive, risk-based, emergency management program of preparedness, mitigation, response, and recovery to reduce loss of life and property and to protect the Nation's institutions from all types of hazards. To accomplish its mission, **[Enter Department/Agency name here]** must ensure that operations continue efficiently, with minimal disruption to essential functions, especially during an emergency. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on **[Enter Department/Agency name here]** missions, personnel, and facilities.

1.1 PURPOSE

The Purpose section should briefly address the devolution of operations concept for the Department/Agency and its relationship to continuity of operations.

(Sample text)

This Devolution of Operations Plan supports overall **[Enter Department/Agency name here]** HQ Continuity of Operations (COOP) planning, and provides procedures, guidance, and organizational structure to ensure the continuation of **[Enter Department/Agency name here]** HQ essential functions in the event that **[Enter Department/Agency name here]** HQ is incapacitated and personnel are unavailable or incapable of deploying to the **[Enter Emergency Relocation Site name here]**. In this situation, HQ management, leadership responsibility, and essential functions will devolve to the designated **[Enter Department/Agency name here]** Devolution of Operations sites in **[Enter location information here]**, along with several other satellite and interagency offices.

1.2 PLAN ORGANIZATION

The Plan Organization section should briefly orient readers to the layout of the devolution of operations plan for the Department/Agency.

(Sample text)

Section 1 of the plan outlines the basic policies, definitions, and assumptions that form the framework for the plan. Section 2 introduces concepts relevant to the development and execution of the Devolution of Operations Plan. Section 3 assigns responsibilities to the respective **[Enter Department/Agency name here]** organizations tasked with planning and implementing devolution. Section 4 provides an operational overview of devolution implementation, and Section 5 addresses specific Devolution of Operations site support procedures and requirements.

The appendices, A through E, serve to amplify or expand upon information discussed in the plan and may prove useful in understanding new concepts introduced in the body of the plan. Appendix A contains a list of the essential functions of the **[Enter Department/Agency name here]** HQ Offices and Divisions (O/Ds). Appendix B provides specific information on Vital Records and communications requirements, and Appendix C provides information regarding the Devolution of Operations sites. Appendix D provides a listing of all **[Enter Department/Agency name here]** Devolution of Operations points-of-contact (POCs), including HQ, Regional, and interagency staff. Appendix E is an alphabetical listing of the acronyms found throughout this plan.

1.3 OBJECTIVES

The Objectives section should include the objectives of the Department/Agency's devolution of operations plan, in order of priority, if possible.

(Sample text)

The Devolution of Operations Plan addresses a key component of Continuity of Operations (COOP) planning identified in Federal Preparedness Circular (FPC) 65, *Federal Executive Branch Continuity of Operations (COOP)*, dated June 15, 2004, in the event that Devolution of Operations procedures are necessary. At a minimum, the plan will meet the following objectives:

1. Identify prioritized essential functions and determine necessary resources to facilitate their immediate and seamless transfer to a devolution site;
2. Include a roster identifying organization POCs at the designated devolution site with overall responsibility for the fully equipped and trained personnel who will perform essential functions and activities when the devolution option of COOP activates;
3. Identify the likely activation conditions (triggers) that would initiate or activate the Devolution of Operations Plan;
4. Specify how and when direction and control of agency operations will transfer to the devolution of operations site(s);
5. List necessary resources (people, equipment, and materials) to perform essential functions at the devolution site;
6. Establish reliable processes and procedures to acquire resources necessary to continue essential functions and sustain operations for extended periods; and
7. Establish capabilities to restore or reconstitute agency authorities to their pre-event status upon termination of devolution.

1.4 APPLICABILITY AND SCOPE

The Applicability and Scope section should identify who and what the devolution of operations plan applies to and the staff that should be familiar with the plan.

(Sample text)

This plan applies to the functions, operations, and resources necessary to ensure the continuation of **[Enter Department/Agency name here]** Headquarters if crisis, attack, or catastrophe renders

headquarters personnel incapable or unavailable to sustain operational capability at the **[Enter Department/Agency name here]** Headquarters facility or the **[Enter Emergency Relocation Site name here]**. This plan applies to **[Enter the names of all Department/Agency and interagency components this plan applies to here]** and counterparts. **[Enter Department/Agency name here]** staff must be familiar with Devolution of Operations policies and procedures and their respective Devolution of Operations roles and responsibilities.

1.5 ASSUMPTIONS

The Assumptions section should briefly orient readers to the layout of the devolution of operations plan for the Department/Agency.

(Sample text)

This Devolution of Operations Plan is based on the following assumptions:

1. An unwarned catastrophic event or condition requires the relocation of **[Enter Department/Agency name here]** HQ management responsibilities and essential functions to organizations outside of the National Capital Region (NCR).
2. **[Enter Department/Agency name here]** HQ management responsibilities and essential functions cannot be conducted from within the NCR or at the **[Enter Department/Agency name here]**.
3. **[Enter Department/Agency name here]** HQ personnel are unavailable or incapable of relocation.
4. The Deputy Director, **[Enter Department/Agency name here]**, or Regional Director, who succeeds the Director, **[Enter Department/Agency name here]**, will serve as the Director, Devolution Response Group.
5. The facilities in the Devolution of Operations sites are unaffected and have been resourced to incrementally assume the essential functions of **[Enter Department/Agency name here]** HQ until a reconstituted **[Enter Department/Agency name here]** HQ can assume such responsibilities.
6. Essential functions at the Devolution of Operations sites will temporarily transfer, as required, to a supporting **[Enter Department/Agency name here]** Region until **[Enter Department/Agency name here]** HQ can reconstitute.
7. Appropriate delegation provisions are in place to ensure the rapid and efficient transfer of legal and fiscal authority.
8. Significant changes to **[Enter Department/Agency name here]**'s statutory authority and/or responsibilities will necessitate a revision of this plan.

1.6 AUTHORITIES

The Authorities section should include the various documents that apply to your Department/Agency's mission, continuity of operations, and devolution of operations. Include any documents that formally establish the key programs and organizations for your Department/Agency.

(Sample text)

- *The National Security Act of 1947*, 50 U.S.C. 401, as amended.
- *The Homeland Security Act of 2002*, PL 107-296, enacted November 25, 2002, hereafter referred to as *HSA of 2002*.
- *Robert T. Stafford Disaster Relief and Emergency Assistance Act*, as amended (42 U.S.C. 5121, et seq.), hereafter referred to as *Stafford Act of 2003*.
- Executive Order 12148, *Federal Emergency Management*, dated July 20, 1979, as amended.
- Executive Order 12472, *Assignment of National Security and Emergency Preparedness Telecommunications Functions*, dated April 3, 1984.
- Executive Order 12656, *Assignment of Emergency Preparedness Responsibilities*, dated November 18, 1988, as amended.
- Presidential Decision Directive 67, *Enduring Constitutional Government and Continuity of Government Operations*, dated October 21, 1998.
- *National Response Plan*, December 2004, and the *Notice of Change to the National Response Plan, Version 5.0*, dated May 25, 2006.
- Department of Homeland Security Management Directive 9300.1, *Continuity of Operations Programs and Continuity of Government Functions*.

1.7 REFERENCES

The References section should include the different regulations that govern the procedures and logistics included in your plan. Having these references will allow readers to cross-reference the guidance documents related to the procedures and logistics included in your plan.

(Sample text)

- Title 44, Code of Federal Regulations (CFR) Part 2, Subpart A – *Organization, Functions, and Delegations of Authority*, dated October 1, 2005.
- Title 41, Code of Federal Regulations (CFR) 102-74.230 through 74.260, *Occupant Emergency Program*, revised on July 1, 2005.
- Title 36, Code of Federal Regulations (CFR) Part 1236, *Management of Vital Records*, revised on July 1, 2005.
- Presidential Decision Directive 62, *Protection Against Unconventional Threats to the Homeland and Americans Overseas*, dated May 22, 1998.
- Homeland Security Presidential Directive (HSPD) 3, *Homeland Security Advisory System (HSAS)*, March 11, 2002.
- Federal Preparedness Circular 65, *Federal Executive Branch Continuity of Operations (COOP)*, dated June 2004.
- **[Enter Department/Agency name here]** *HQ Continuity of Operations (COOP) Plan*, dated April 1, 2006.

- **[Enter alternate facility name here]** *Site Support Procedures*, **[Enter Department/Agency name here]** HQ Continuity of Operations (COOP), dated **[Enter the procedures or manual date of approval here]**.
- Memorandum for Distribution from Frances Fragos Townsend, Assistant to the President for Homeland Security, Subject: *Continuity Policy/Department and Agency Essential Functions*, January 10, 2005.

1.8 RESPONSIBILITIES

Your Department/Agency's devolution of operations plan needs to specify some key responsibilities up front regarding planning, plan completion, and plan maintenance. The Responsibilities section should identify the parties who will play a part in one or more of these areas.

(Sample text)

- The **[Enter the name of the Office or Division with this responsibility within your Department/Agency]** has the lead in planning for **[Enter Department/Agency name here]** HQ Devolution of Operations, to include the development of the plan and procedures that enable the Devolution of Operations counterpart organizations to assume the mission and essential functions of **[Enter Department/Agency name here]** headquarters;
- The **[Enter Department/Agency name here]** Headquarters Offices and Divisions are responsible for ensuring their Regional counterparts are trained, equipped, and have access to all Vital Records, databases, and supporting materials to facilitate the immediate transition of essential functions and sensitive responsibilities from **[Enter Department/Agency name here]** Headquarters to the new Devolution Headquarters;
- Region **[Enter appropriate regional office designation here]**, in conjunction with ONSC, holds primary regional responsibility for identifying, coordinating, and training personnel required to perform devolved essential functions. The other **[Enter Department/Agency name here]** Regions will support this plan, as appropriate; and
- ONSC **[or other appropriate Office or Division within your Department/Agency]** is responsible for the annual review and update of this plan.

1.9 DEFINITIONS

Terms that are unique to this plan and/or the broad understanding of *continuity of operations* and *devolution of operations* are defined below:

(Sample text)

- **Continuity of Government (COG):** The principle of establishing defined procedures that allow a government to continue its essential operations in case of a nuclear war or other catastrophic event.
- **Continuity of Operations (COOP):** Efforts to ensure a viable capability exists to continue essential functions across a wide range of potential emergencies through plans and procedures that delineate essential functions; specify succession to office and the

emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; and validate the capability through tests, training, and exercises.

- **Continuity of Operations Plan (COOP Plan):** A plan that provides for the continuity of essential functions of an organization in the event an emergency prevents occupancy of its primary facility. The plan provides the organization with an operational framework for continuing its essential functions when normal operations are disrupted or otherwise cannot be conducted from the primary facility.
- **Devolution Emergency Response Group (DERG):** Regional, interagency, and available [Enter Department/Agency name here] Headquarters staff that assume the responsibility and execution of [Enter Department/Agency name here] headquarters essential functions during a Devolution of Operations activation.
- **Devolution Emergency Response Group (DERG) Director:** The Successor who succeeds the Director, [Enter Department/Agency name here], and serves as the Devolution Response Group Director. According to the delegation of authority for the Director, [Enter Department/Agency name here], the Successor must be confirmed and not acting.
- **Devolution of Operations:** Addresses the full spectrum of threats and all-hazard emergencies that may render an agency's leadership and staff unavailable to, or incapable of, supporting the execution of its essential functions from either its primary or alternate locations.
- **Devolution of Operations Plan:** A plan that provides for the transfer and continuity of essential functions of an organization in the event a catastrophic emergency prevents performance of these functions by the primary personnel at the primary or alternate locations.
- **Devolution of Operations Phases:** The three levels of operations implemented in response to a crisis, attack, or catastrophe that render headquarters personnel unavailable to, or incapable of, maintaining essential functions at the primary or alternate locations. The phases are implemented sequentially and include: Activation and Transfer of Authority, On-Site Operations, and Reconstitution.
- **Devolution of Operations Point of Contact (POC):** The designated individual from each [Enter Department/Agency name here] HQ Office and Division and their corresponding counterparts whose duties involve coordination and implementation of the [Enter Department/Agency name here] HQ Devolution of Operations Plan for his/her respective organization.
- **Devolution of Operations Sites:** The [Enter Department/Agency name here] facilities where the Devolution Response Group conducts the mission and essential functions of [Enter Department/Agency name here] headquarters.
- **Emergency Operating Records:** Vital records, regardless of media, essential to the continued functioning 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 any emergency, and for resuming formal operations at its conclusion.

- **Emergency Relocation Group (ERG):** Pre-designated [Enter Department/Agency name here] principals and staff who will move to an emergency relocation site to continue [Enter Department/Agency name here] HQ essential functions in the event the [Enter Department/Agency name here] HQ building is threatened or otherwise unavailable.
- **Essential Functions:** Functions that enable Federal Executive Branch Agencies to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial and economic base during an emergency.
- **Legal and Financial Rights Records:** Vital records, regardless of media, critical to carrying out an organization's essential legal and financial functions and activities, and protecting the legal and financial rights of individuals directly affected by its activities. Included are records having such value that their loss would significantly impair the conduct of essential agency functions, to the detriment of the legal or financial rights or entitlements of the organization or of the affected individuals. Examples of this category of vital records are accounts receivable, contracting and acquisition files, official personnel files, Social Security information, payroll, retirement, insurance, property management, and inventory records.
- **National Capital Region (NCR):** Includes the District of Columbia; Prince George's and Montgomery Counties in Maryland; Loudon, Fairfax, Arlington, Prince William Counties, and the Independent Cities in those counties in Virginia.
- **National Response Coordination Center (NRCC):** An interagency group that provides general coordination support for large response activities in the field. It is responsible for coordinating and tracking the deployment of Initial Response Resources and other responder support items. It is the central source of information at the headquarters level regarding the status of ongoing and planned Federal disaster operations.
- **Non-specific Threat:** A threat condition implemented for a national declaration.
- **Specific Threat:** A threat condition implemented for a specific region or sector.
- **Weapons of Mass Destruction (WMD):** Any weapon or device that is intended, or has the capability, to cause death or serious bodily injury to a significant number of people through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors, a disease organism, or radiation or radioactivity.

CHAPTER 2: CONCEPT OF OPERATIONS

2.1 DISRUPTION TO [ENTER DEPARTMENT/AGENCY NAME HERE] OPERATIONS

This section sets the tone for the chapter and introduces the notion that the Devolution of Operations plan will provide coverage for your organization beyond the coverage your Department/Agency's COOP Plan provides.

(Sample text)

A flexible and scalable response is required to address the spectrum of events that could disrupt operations at **[Enter Department/Agency name here]** HQ. The **[Enter Department/Agency name here]** HQ Devolution of Operations Plan, in conjunction with the **[Enter Department/Agency name here]** COOP Plan, ensures such a response capability. While the COOP Plan addresses a wide variety of potentially disruptive scenarios, the Devolution of Operations Plan focuses on catastrophic and/or widespread incidents and events that may occur with or without warning and render our facilities and personnel incapable of or unavailable to perform our essential functions (See Appendix A for all **[Enter Department/Agency name here]** essential functions).

2.2 DEVOLUTION OF OPERATIONS SITES

This section identifies the primary facility or facilities your Department/Agency will devolve operations to during a devolution of operations and sets the requirement for regularly revisiting the personnel, equipment, and resources available at each facility to ensure adequacy. The location information should include city and State or territory only. Appendix C will include full location information for your Department/Agency.

(Sample text)

The primary **[Enter Department/Agency name here]** HQ devolution of operations sites are located in **[Enter location or locations of your devolution sites here]**. **[Enter Department/Agency name here]** HQ Offices and Divisions (O/Ds) and Devolution of Operations POCs shall annually, and after an actual event or a Test, Training and Exercise (TT&E) event, review the Devolution of Operations personnel, equipment, and resources at each facility to ensure adequacy. See Appendix B for additional information on devolution resource requirements and Appendix C for additional information on the devolution sites.

2.3 DEVOLUTION OF OPERATIONS ACTIVATION CONDITIONS

The decision to devolve operations stems from some incident or potential incident that involves your Department/Agency's HQ facility and prevents your employees from relocating to an alternate operating facility to perform the essential functions of your organization. This section identifies the active and passive measures or triggers likely to cause a devolution of operations.

(Sample text)

The **[Enter Department/Agency name here]** HQ Devolution of Operations Plan and Program may activate due to either an active or a passive measure or trigger, depending on the catastrophe.

2.3.1 ACTIVE MEASURES

Active measures or “triggers” are those that initiate Devolution of Operations plan activation because of a deliberate decision by senior **[Enter Department/Agency name here]** HQ authorities. In this situation, the Director, **[Enter Department/Agency name here]**, or designated successor activates the Devolution of Operations Plan based on an identified threat to the NCR. The **[Enter primary alerting group name here (usually a pre-established operations center)]** at the **[Enter alerting group location here]** or the **[Enter the alternate alerting group name here]** in **[Enter alternate alerting group location here]** activates the DERG to assume the **[Enter Department/Agency name here]** HQ mission and essential functions after receiving instructions from the Director, **[Enter Department/Agency name here]**, or a designated successor.

2.3.2 PASSIVE MEASURES

Passive measures or “triggers” for activating the Devolution of Operations Plan occur when **[Enter Department/Agency name here]** HQ leadership is not available to initiate activation. For example, when the DERG Director cannot establish contact with the **[Enter Department/Agency name here]** HQ senior leaders, the **[Enter primary alerting group name here]**, and the Homeland Security Operations Center (HSOC) using all possible communications devices or media coverage portrays catastrophic events in and around the NCR, the DERG Director activates the **[Enter Department/Agency name here]** HQ Devolution of Operations Plan and Program and assumes the **[Enter Department/Agency name here]** HQ mission and essential functions.

2.4 DEVOLUTION SCENARIOS

This section should include sample scenarios that would cause your Department or Agency to devolve operations. The sample scenarios should mention catastrophic events, widespread natural events, and any other events that may cause disruptions to normal operations and prevent Department/Agency staff from relocating to an alternate facility.

(Sample text)

The following examples illustrate possible scenarios that could mandate the devolution of the **[Enter Department/Agency name here]** HQ mission and essential functions:

- The **[Enter Department/Agency name here]** HQ facility and staff is unavailable or incapable of executing the **[Enter Department/Agency name here]** HQ mission as a result of a crisis, attack, or catastrophe (whether or not originating in the **[Enter Department/Agency name here]** HQ building) (e.g. severe snow and ice storm, pandemic influenza, widespread power outages, etc.).
- The Washington, D.C. metropolitan area is incapable of conducting normal business activities as a result of an incapacitation of critical information and communications systems, extreme natural disaster, Weapons of Mass Destruction (WMD) event, hazardous material incident or biological event rendering the NCR and all alternate operating facilities unavailable. Under this scenario, there could be uncertainty regarding whether additional events such as secondary explosions, aftershocks, or cascading information systems failures could occur, and many – if not all – Federal departments and agencies (D/A) would have to activate their Devolution of Operations programs.

2.5 RELATIONSHIP BETWEEN COOP AND DEVOLUTION OF OPERATIONS

This section differentiates between normal continuity of operations activations and activities and a devolution of operations. It includes wording to explain the concept, planning, and implementation for continuity of operations and a devolution of operations.

(Sample text)

The **[Enter Department/Agency name here]** COOP Program and Plans and the **[Enter Department/Agency name here]** Devolution of Operations Program and Plans provide mechanisms to ensure that **[Enter Department/Agency name here]** can sustain operational capability across a broad spectrum of emergencies. The HQ COOP Plan supports this goal by relocating a portion of the **[Enter Department/Agency name here]** HQ staff to the MWEOC. The HQ Devolution of Operations Plan provides for **[Enter Department/Agency name here]**'s ability to sustain operational capability despite the loss or incapacitation of our HQ staff and facilities. Both plans ensure that **[Enter Department/Agency name here]** HQ can continue to operate following either an expected or an unexpected disruption, during duty and non-duty hours.

Figure 2-1 illustrates the relationship between these two related, but distinct concepts.

Figure 2-1: Relationship Between COOP and Devolution of Operations

	Continuity of Operations	Devolution of Operations
CONCEPT	Relocate HQ to the MWEOC	Devolve mission to a regional office
PLANNING	The HQ Emergency Response Group (ERG) assumes the HQ essential functions from one or more alternate facilities	The DERG assumes the [Enter Department/Agency name here] mission and essential functions because of the unavailability of the HQ ERG members
IMPLEMENTATION	HQ personnel move to one or more alternate facilities and perform HQ essential functions	DERG personnel perform HQ essential functions from the Devolution of Operations facilities

2.6 DEVOLUTION OF OPERATIONS THREAT CONDITIONS AND POTENTIAL RESPONSES

This section associates the Homeland Security Presidential Directive-3 threat condition levels with operational conditions and possible Department/Agency responses, including those that may lead to a devolution of operations.

(Sample text)

Devolution of Operations planning provides **[Enter Department/Agency name here]** with a means of ensuring the continuity of essential functions, in the absence of a credible warning and/or the ability to relocate the **[Enter Department/Agency name here]** HQ Emergency Relocation Group (ERG) to one or more alternate facilities. Table 2-1 illustrates the relationship of Devolution of Operations planning to the threat conditions outlined in Homeland Security Presidential Directive 3.

The Director, **[Enter Department/Agency name here]**, and the ERG will normally refer to the threat conditions and potential responses identified in the **[Enter Department/Agency name here]** HQ COOP Plan when assessing an emergency or disruptive situation to determine whether COOP activation is required. Similarly, the Devolution Emergency Response Group Director and the other DERG members should refer to the threat conditions and potential responses depicted in Table 2-1 when assessing an emergency to determine if the DERG should anticipate an activation of the **[Enter Department/Agency name here]** HQ Devolution of Operations Plan.

TABLE 2-1: COOP THREAT CONDITIONS AND POTENTIAL RESPONSES

HSPD-3 Threat Condition Level	HSPD-3 Threat Condition Criteria	Operational Condition	[Enter Department/Agency name here] 's Potential Responses
Green (Low)	There is a low risk of terrorist attacks.	There is no identifiable or specific threat.	The [Enter Department/Agency name here] HQ COOP Plan is not activated.
Blue (Guarded)	There is a general risk of terrorist attacks.	There is no identifiable or specific threat.	The [Enter Department/Agency name here] HQ COOP Plan is not activated.
Yellow (Elevated)	There is a significant risk of terrorist attacks.	Threat is a specific threat to the National Capital Region.	Place the [Enter Department/Agency name here] HQ COOP ERG on alert.
Orange (High)	There is a high risk of terrorist attacks.	There is a credible and specific threat to the National Capital Region or of a terrorist attack within the next 24 hours.	Activate the HQ COOP ERG and place the DERG on alert.
Red (Severe)	There is a severe risk of terrorist attacks.	There is a credible and specific threat of imminent terrorist attack.	Activate the HQ COOP ERG and place the DERG on alert.

HSPD-3 Threat Condition Level	HSPD-3 Threat Condition Criteria	Operational Condition	<u>[Enter Department/Agency name here]</u> 's Potential Responses
		There is a no-notice incapacitation of FEMA HQ and the HQ ERG is not available.	Activate <u>[Enter Department/Agency name here]</u> HQ Devolution of Operations Plan at the Devolution of Operations sites.

2.7 ASSUMPTION OF [ENTER DEPARTMENT/AGENCY NAME HERE] HQ MISSION AND ESSENTIAL FUNCTIONS

This section identifies the need for immediate assumption of the mission and essential functions for your Department/Agency when the need to devolve operations occurs. In addition, this section provides instructions for any supporting elements following the activation of your Devolution of Operations Plan.

(Sample text)

Upon activation of the [Enter Department/Agency name here] HQ Devolution of Operations Plan, the DERG will immediately assume the [Enter Department/Agency name here] HQ mission and essential functions. Representatives from other Federal agencies that normally co-locate with [Enter Department/Agency name here] HQ during emergencies to support the National Response Plan **[or other key plans or programs to your Department/Agency]**, or their designated successors, will co-locate with the DERG at the Devolution of Operations sites. The DERG will continue to perform the FEMA HQ mission and essential functions until FEMA HQ is reconstituted and can resume its mission.

2.8 ORDERS OF SUCCESSION

Orders of Succession require careful planning to ensure leadership sustainability during Devolution of Operations. *Enter the Delegation of Authority and Order of Succession information for the Director position within your Department/Agency here so that you have officially documented the authorities needed to assume the Director position and have identified the successors who may be called upon to assume that authority.*

(Sample text)

Succession to the Position of Director, [Enter Department/Agency name here]: In the event of the death, resignation, or if otherwise unable to perform the functions and duties of the position of Director, [Enter Department/Agency name here], pursuant to the Federal Vacancies Reform Act of 1998, (5 U.S.C. §3345-3349), the President (and only the President) may direct an officer or employee to perform the functions and duties of the vacant Director office temporarily in an acting capacity.

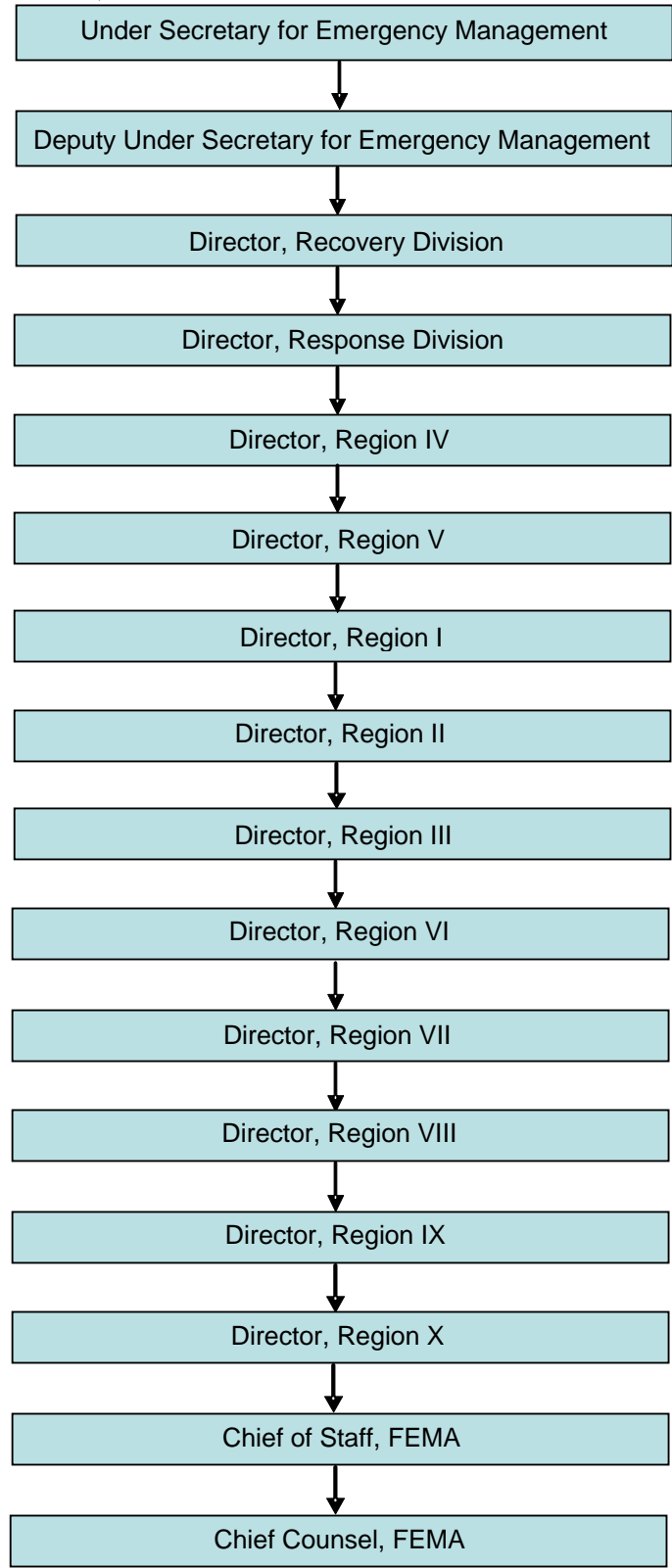
Absent the specific direction of the President, no official shall sit as the Acting Director, [Enter Department/Agency name here]. However, in the event of the death, resignation or if otherwise unable to perform the functions and duties of the position, the Director, [Enter Department/Agency name here], has delegated to the Deputy Director, [Enter

Department/Agency name here, and the **[Enter Department/Agency name here]** Regional Directors, those functions and duties, subject to any conditions or restrictions set forth in the DHS Secretary's Delegation Number 9001, Delegation to the Directorate for Emergency Preparedness and Response **[Enter applicable Delegation of Authority regulation for your Department/Agency here]**.

In the event of the unavailability of the Director, **[Enter Department/Agency name here]**, the incumbents of the following positions in the sequence indicated in Figure 2-2, will, if available, exercise the functions and duties delegated, as set forth above. Persons appointed on an acting basis or on some other temporary basis, to the positions listed in Figure 2-2, below, are ineligible to serve. Figure 2-2 illustrates headquarters and regional succession to the position of Director, **[Enter Department/Agency name here]**.

FIGURE 2-2: [ENTER DEPARTMENT/AGENCY NAME HERE] ORDER OF SUCCESSION FOR DEVOLUTION

(Sample Order of Succession)



CHAPTER 3: ORGANIZATION AND RESPONSIBILITIES

This Chapter identifies the two groups within your Department/Agency that focus on devolution of operations and the structure necessary to provide a smooth transition of operations from the HQ facility to the devolution sites.

(Sample text)

There are two groups involved in devolution planning and execution; the Devolution Working Group (DWG) and the Devolution Emergency Response Group (DERG). This section identifies and defines the organization and responsibilities of HQ and the DERG, and follows the concept that **[Enter your Department/Agency name here]** HQ Offices and Divisions have the primary planning responsibility to create a “partnership” with their Devolution of Operations counterparts. This partnership ensures the Devolution of Operations sites have the requisite personnel, equipment, and facilities to execute HQ essential functions.

3.1 RESPONSIBILITIES OF THE **[ENTER YOUR DEPARTMENT/AGENCY NAME HERE]** DEVOLUTION WORKING GROUP

This section establishes a Devolution Working Group for your Department/Agency. The working group members will meet at least annually to identify the key issues for your Department/Agency regarding devolving operations and propose solutions to resolve these key issues. Having a Devolution Working Group is optional for each Department/Agency, although having one will help all organizations continually improve their devolution programs and plans.

(Sample text)

The DWG is a standing committee that will meet on an annual basis to address coordination issues and support needs for the Devolution of Operations counterpart organizations. The DWG is comprised of **[Enter your Department/Agency name here]** HQ Offices and Divisions and Regional and interagency planners who ensure that the resources and authorities necessary to carry out the HQ essential functions are in place at the Devolution of Operations sites. The DWG responsibilities include the identification of corresponding organizations and individuals for the **[Enter your Department/Agency name here]** HQ Offices and Divisions, the furnishing of critical equipment and materials necessary for the Devolution of Operations, and the evaluation and reporting of the Devolution of Operations counterparts to conduct the **[Enter your Department/Agency name here]** HQ mission and essential functions.

3.2 RESPONSIBILITIES OF THE **[ENTER YOUR DEPARTMENT/AGENCY NAME HERE]** DEVOLUTION EMERGENCY RESPONSE GROUP

This section establishes the Devolution Emergency Response Group for your Department/Agency. This group of individuals will include those members identified by each HQ Office and Division as key organizational members needed to perform the Department/Agency mission and essential functions during a devolution of operations. This group is not optional and will form the base unit of your devolution of operations plan at your devolution sites.

(Sample text)

The DERG is comprised of key **[Enter your Department/Agency name here]** Regional, interagency, and available **[Enter your Department/Agency name here]** Headquarters personnel who carry out the **[Enter your Department/Agency name here]** HQ mission and essential functions at the designated Devolution of Operations sites in the event of a Devolution of Operations situation. Upon activation, the DERG executes the **[Enter your Department/Agency name here]** HQ mission and essential functions until **[Enter your Department/Agency name here]** HQ can be reconstituted and assume these responsibilities. The Regional offices designate their DERG members based on the requirements identified below.

- The ability to identify predetermined essential functions that must be performed, regardless of the functional status of the **[Enter your Department/Agency name here]** HQ building and personnel;
- Knowledge and expertise in performing the essential functions;
- The understanding that DERG members are precluded from being members of any other emergency team while they are supporting their DERG responsibilities during a Devolution of Operations situation.

3.3 ORGANIZATION

This section formally establishes the need for your Department/Agency organizations to transfer their essential functions to specific counterparts. The section also refers readers to where they can find more information on your actual coverage scheme to ensure adequate personnel will be available to assume operations for your HQ and where they can find a list of key points-of-contact.

(Sample text)

Specific organizational structures are required to successfully devolve **[Enter your Department/Agency name here]** HQ mission and essential functions to the Devolution of Operations sites. The **[Enter your Department/Agency name here]** HQ mission and essential functions must transfer to specific counterpart offices to continue the mission of **[Enter your Department/Agency name here]** HQ. Refer to Section 5 for specific personnel requirements and Regional Office coverage schemes and Appendix D for a list of the **[Enter your Department/Agency name here]** HQ and Devolution of Operations counterpart POCs.

CHAPTER 4: DEVOLUTION OF OPERATIONS IMPLEMENTATION

This chapter focuses on the three stages needed to devolve operations. The three sections expand on the stages of activation and transfer of authority, on-site operations, and reconstitution. During each phase, your devolution of operations plan needs to identify the procedures, objectives, and logistics needed to effectively devolve operations for your Department/Agency. Once identified, your Department/Agency can include all information in your plan or work on plan implementation with the Offices and Divisions within your Department/Agency and their devolution counterparts.

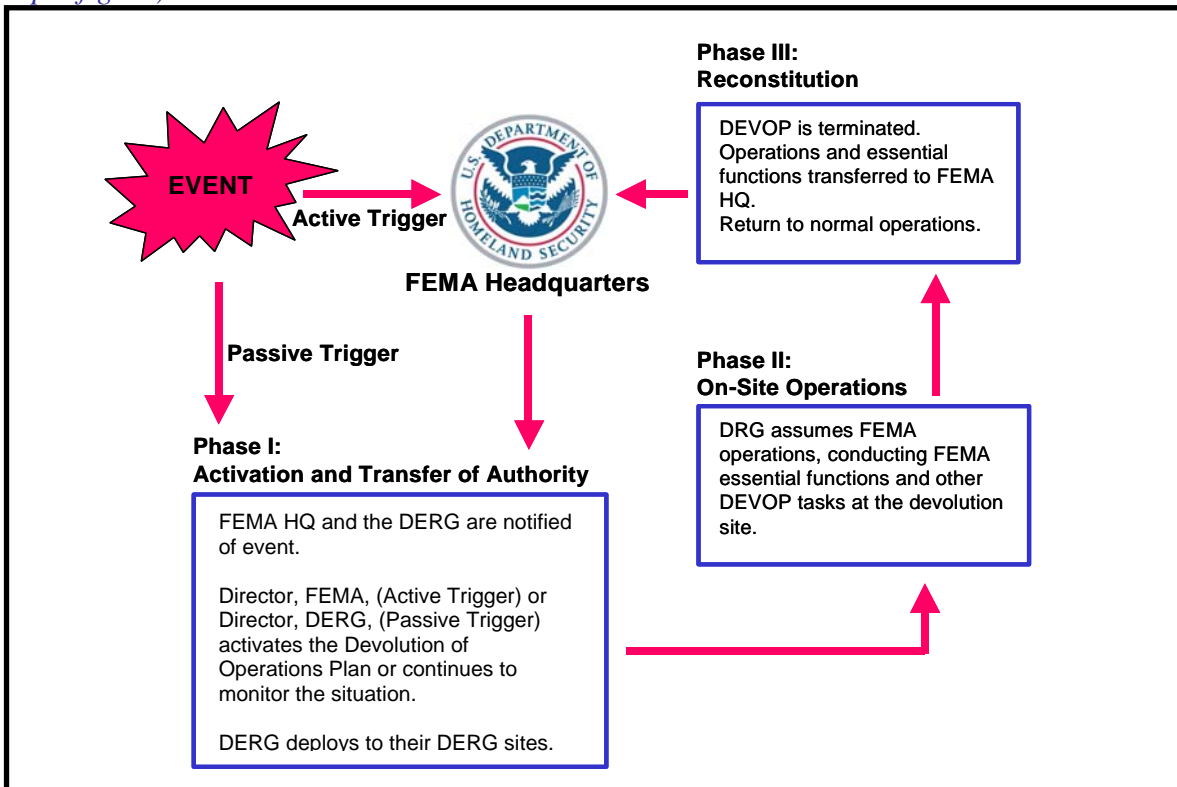
(Sample text)

The DERG will implement the [Enter your Department/Agency name here] HQ Devolution of Operations Program in three phases, as illustrated in Figure 4-1:

- Phase I: *Activation and Transfer of Authority*, which occurs immediately upon confirmation that [Enter your Department/Agency name here] HQ is unavailable or incapable of performing its essential functions, after either the Director, [Enter your Department/Agency name here], or the Director, DERG, activate the Devolution of Operations Plan in accordance with the activation triggers.
- Phase II: *On-Site Operations*, which continue until the emergency operations can be terminated; and
- Phase III: *Reconstitution*, which is conducted after the emergency or disruption ceases and is unlikely to resume.

FIGURE 4-1: DEVOLUTION OF OPERATIONS IMPLEMENTATION PHASES

(Sample figure)



Each of these phases is presented in more detail in the following sections. Implementation of the FEMA HQ Devolution of Operations Plan depends on the type of emergency, the warning conditions, the location of personnel when notified, and the extent of damage or threat to the FEMA HQ building and its occupants.

4.1 PHASE I: ACTIVATION AND TRANSFER OF AUTHORITY

This section focuses on the aspects of activating and transferring authority to your Devolution Emergency Response Group. It includes the actions the Devolution Emergency Response Group will take when activated for an event with prior warning and for an event without any advanced warning. This section also includes a sub-section covering how to transfer responsibilities once the Devolution Emergency Response Group activates.

(Sample text)

4.1.1 ALERT AND NOTIFICATION

This phase begins with the activation of the **[Enter your Department/Agency name here]** HQ Devolution of Operations Plan and the transfer of its mission, authority, responsibility and essential functions to the DERG. This phase ends with the establishment of the mission-capable DERG.

If a catastrophic event is likely to occur, the DERG will take the following actions:

- The Director, **[Enter your Department/Agency name here]**, or designated successor will notify the DERG Director to activate the Devolution of Operations Plan.
- The DERG Director will contact the **[Enter your primary and/or alternate operations center names here]** to initiate the automated emergency notification system. If the main notification system is not operational, the **[Enter your alternate operations center name here]** will notify key **[Enter your Department/Agency name here]** devolution officials, who will contact all DERG members and regional non-DERG members. Each Division official will notify the **[Enter your primary and/or alternate operations center names here]** upon completion of the notification process.
- DERG members will immediately report to their Devolution of Operations site (during duty and non-duty hours).
- The **[Enter your primary and/or alternate operations center names here]** will notify the Presidential Emergency Operations Center (PEOC), National Operations Center (NOC), the FEMA Operations Center (FOC), other Federal D/As, and the **[Enter your Department/Agency name here]** Regions that an emergency relocation of **[Enter your Department/Agency name here]** HQ is anticipated or is in progress.

If an unwarned catastrophic event occurs, the DERG Director will order the following actions:

- DERG members will immediately report to their Devolution of Operations site (during duty and non-duty hours).

- DERG members will perform the **[Enter your Department/Agency name here]** HQ mission and essential functions.
- The **[Enter your primary and/or alternate operations center names here]** will notify the PEOC, NOC, FOC, other Federal D/As, and the **[Enter your Department/Agency name here]** Regions that an emergency relocation of **[Enter your Department/Agency name here]** HQ is anticipated or is in progress.

As appropriate, news media, outside customers, vendors, and other service providers will be notified by an official spokesperson from the DERG, (via pre-recorded message where appropriate) that **[Enter your Department/Agency name here]** HQ has temporarily relocated to its Devolution of Operations sites.

4.1.2 TRANSITIONING TO THE DEVOLUTION EMERGENCY RESPONSE GROUP

Immediately following a Devolution of Operations activation, the DERG will:

- Assume all authority and responsibility for execution of the **[Enter your Department/Agency name here]** HQ mission and essential functions.
- Execute notification plans.
- The Director, DERG will ensure the **[Enter your primary and/or alternate operations center names here]** completes notification of all **[Enter your Department/Agency name here]** Regional Offices, other Federal agencies, and the National leadership using the pre-established call-down lists for the **[Enter your Department/Agency name here]** Regional Offices, the Executive Branch Departments and Agencies, and the National Operations Center.
- Establish a fully mission-capable Operations Center capable of sustained operations on a 24 hours-per-day, 7 day-a-week operation basis.
- Prepare to receive representatives from other Federal agencies as required.

4.2 PHASE II: ON-SITE OPERATIONS

This section provides details covering how long the Devolution Emergency Response Team will remain activated and how the Director, Devolution Emergency Response Group, will confirm the transfer of authority to each devolution counterpart. A major portion of this section involves establishing the Devolution Emergency Response Group Initial Status Call and subsequent call, and including the logistics needed to make the call happen. Items included in this section for the call include the telephone number to use, who determines the time of each call and how that decision gets out to the group members, and the recommended script for call participants to follow.

(Sample text)

The DERG will continue to operate as the **[Enter your Department/Agency name here]** HQ until the **[Enter your Department/Agency name here]** HQ reconstitutes and reassumes its mission authority. All **[Enter your Department/Agency name here]** HQ organizations will devolve to **[Enter designated Regional office name or designation here]** initially.

Responsibility will transfer to each organization's actual Devolution of Operations counterparts after the DERG Initial Status Call using **[Enter the number for your initial status call here]**.

The time of the call depends on the time of the decision to devolve the mission and essential functions of **[Enter your Department/Agency name here]** HQ. Upon activation, the Director, DERG, will determine the time of the DERG Initial Status Call based on the ongoing situation and activities and inform the FOC or FAOC, who will include the time for the call and the conference line number and PIN in the alert and notification message.

If the normal **[Enter your Department/Agency name here]** conference line system is not available, the **[Enter your alternate operations center name here]** staff in **[Enter your alternate operations center location (City and State) here]** will activate the back-up system. Once done, they will provide the new conference line number and PIN to the Director, DERG. The Director, DERG, will determine the time for this call and will include the call time in the notification message from the **[Enter your primary and/or alternate operations center names here]**.

The DERG Initial Status Call and subsequent DERG Status Calls will cover the following items:

- Roll Call of all participants, by Office and Division;
- Situation Update from the Director, Devolution Response Group, or designee; to include why **[Enter your Department/Agency name here]** HQ devolved and the current situation in the National Capital Region;
- Status Report, including operational capability, from each Office and Division;
- Identifying and addressing any issues requiring follow-up actions; and
- Decision by the Director, DERG, or designee on the course of action for the day for the DERG, to include determining:
 - The Offices and Divisions that still have full operational capability within the National Capital Region or at the **[Enter your alternate operating facility name here]** and therefore will not devolve their essential functions; and
 - The Offices and Divisions without full operational capability within the National Capital Region or at the **[Enter your alternate operating facility name here]** and therefore will devolve their essential functions to their Devolution of Operations counterpart.
- The Director, DERG, or designee will announce any specific instructions for the day and the time and date for the next DERG Status Call.

Each Office and Division will use the following script for his or her Status Report during each call:

Good morning, this is [insert speaker name here] with the [insert Office or Division here]. At this time, I have accounted for [all, some, none, __%] of my organization's personnel within my Region. We [can, cannot] perform the mission and essential functions of our HQ counterpart and [are, are not] prepared to do so.

[If none, skip this section.] I have identified the following limiting factors and issues related to our ability to perform the mission and essential functions of our HQ counterpart. They are as follows:

- [List limiting factors and issues]

This concludes the Status Report for the [insert Office or Division here]. Thank you.

The Director, DERG, will return overall Agency responsibility to the **[Enter your Department/Agency name here]** HQ Offices and Divisions once all organizations report full operational capability during a DERG Status Call.

Upon arrival at their Devolution of Operations sites, DERG members, available **[Enter your Department/Agency name here]** Headquarters staff, and/or other support staff will:

- Report immediately to their respective Devolution of Operations Site Operations Center unless notified otherwise during the activation process. Some members may move into spaces normally used to support Regional responsibilities and begin to monitor the situation and prepare the areas for the arrival of the remaining DERG members;
- If activation occurs due to a pandemic influenza or similar scenario, the DERG members will activate and respond to the DERG alert in accordance with their Regional Pandemic Influenza plan or guidance, which may include reporting to an alternate work location or using telework to perform essential functions;
- Begin to retrieve pre-positioned information and data, activate specialized systems or equipment;
- Call the assessment call number provided in the DERG notification message at the scheduled time to report the status of their organization's operational capabilities;
- Monitor and assess the situation that required the Devolution of Operations activation;
- Monitor and assess the status of **[Enter your Department/Agency name here]** Headquarters personnel and resources as practicable;
- Continue to perform the **[Enter your Department/Agency name here]** Headquarters mission and essential functions;
- Establish and maintain contact with the **[Enter your Department/Agency name here]** Regional Offices, essential field operations, the national leadership and the national security community; and
- Prepare and disseminate instructions and reports, as required.

4.3 PHASE III: RECONSTITUTION

This section outlines the reconstitution procedures your Department/Agency will follow once it devolves operations away from the Headquarters building. Reconstitution planning begins almost immediately after the activation, depending on the nature of the trigger for the activation. This section includes the groups responsible for reconstitution, the possible options for reconstituting operations at your Department/Agency Headquarters building, and who makes the decision to reconstitute.

(Sample text)

Within 24 hours of the DERG's assumption of the **[Enter your Department/Agency name here]** Headquarters statutory authority and essential functions, the following individuals or their Devolution of Operations successors shall initiate and coordinate operations to assess, salvage,

restore, and recover the **[Enter your Department/Agency name here]** Headquarters building after receiving recommendations and/or approval from the appropriate local and Federal law enforcement and emergency services:

- Director, Facilities Management & Services Division (lead organization);
- Chief Information Officer and Director, Information Technology Services Division; and
- Director, ONSC.

Reconstitution procedures will commence when the Director, **[Enter your Department/Agency name here]** or designated successor ascertains that the emergency situation has ended and is unlikely to recur. Once the appropriate **[Enter your Department/Agency name here]** representative has made this determination in coordination with other Federal authorities, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the Devolution of Operations sites;
- Begin an orderly return to the **[Enter your Department/Agency name here]** Headquarters building and reconstitute **[Enter your Department/Agency name here]** Headquarters; and
- Begin to establish a reconstituted **[Enter your Department/Agency name here]** Headquarters in some other facility in the National Capital Region or at another designated location.

Once the Director, **[Enter your Department/Agency name here]**, or designated successor decides that the **[Enter your Department/Agency name here]** Headquarters staff can reoccupy the **[Enter your Department/Agency name here]** Headquarters building or that a different facility will be established as a new headquarters, **[Enter your Department/Agency name here]** Headquarters staff will reestablish **[Enter your Department/Agency name here]** Headquarters following the Reconstitution procedures written in the **[Enter your Department/Agency name here]** HQ COOP Plan. When the reconstituted staff, equipment, and documents are in place at the new or restored **[Enter your Department/Agency name here]** Headquarters facility, the DERG members at the Devolution of Operations sites will return mission authority and essential functions to the reconstituted **[Enter your Department/Agency name here]** Headquarters organizations and resume their previous missions and activities.

CHAPTER 5: SUPPORT REQUIREMENTS

This section of the plan contains the primary Regional Office staff augmentation assignments to provide additional staff to support the Devolution Emergency Response Group to perform the [Enter your Department/Agency name here] HQ mission and essential functions during a Devolution of Operations situation *[Use this text to begin Chapter 5].*

5.1 REGIONAL COVERAGE PROCEDURES DURING DERG ACTIVATIONS

During a devolution of operations, the biggest obstacle faced by departments and agencies is identifying enough personnel at the devolution site to assume the essential functions for each Headquarters Office and Division. In order to overcome this possible staffing deficiency, this section outlines the primary and alternate coverage schemes you will put in place to ensure adequate staffing to perform the mission and essential functions of your Department/Agency.

The coverage schemes should go as deep as necessary to identify enough devolution personnel to evenly match up with the number of ERG members for your Department/Agency Headquarters team. Your coverage scheme needs to account for who will perform the normal operations your regional office normally performs as well as who will perform the mission and essential functions for your Headquarters. The template uses four main regional offices to provide coverage. The “primary devolution Region” is the main regional office that takes over during a devolution of operations. The “normal back-up Region” is the regional office that typically performs the missions of the “primary devolution Region” when that Region is overwhelmed or fully engaged in other missions (e.g., turn-key disasters). The “first supporting Region” is the main regional office that will provide staff to help perform the mission and essential functions of your Department/Agency. There may be more than one “first supporting Region.” The “second supporting Region” is the regional office or offices that provide staff to the “first supporting Region” (or Regions) to help them continue their daily operations. The “alternate devolution Region” refers to the regional office where HQ operations devolve to in the event the “primary devolution Region” is not available.

(Sample text)

Primary Procedures for Coverage During a Devolution of Operations Situation:

- DERG members will immediately report to their assigned Devolution of Operations site (during duty and non-duty hours);
- During the DERG activation, the Director, DERG, will determine if and when any remaining [Enter your Department/Agency name here], HQ personnel will temporarily relocate to their counterpart’s Devolution of Operations site. DERG staff will fund the travel costs associated with any such relocations using [Enter the name of the funding source here (e.g., an open Surge account)];
- Region [Enter primary devolution Region identifier here] personnel comprise a majority of the DERG and the Region [Enter primary devolution Region identifier here] facilities provide the Devolution of Operations sites. To account for the day-to-day Regional operations once the DERG activates, Region [Enter normal back-up Region identifier here] will assist Region [Enter primary devolution Region identifier here] as per the [Enter your Department/Agency name here] HQ Response Division’s

proposed “All Hazards Regional Back-up Assignments” guidelines [**or similar Department/Agency coverage guidelines**] by assuming operational responsibilities for the [**Enter number of States within the primary devolution Region’s jurisdiction here**] States within Region [**Enter primary devolution Region identifier here**]’s jurisdiction;

- To assist with performing the [**Enter your Department/Agency name here**] HQ mission and essential functions, Region [**Enter first supporting Region identifier here**] personnel will activate within their RRCC and/or temporarily transfer staff to the Region [**Enter primary devolution Region identifier here**] Regional Office based on the needs identified by the Regional Director, Region [**Enter primary devolution Region identifier here**];
- Due to the possibility of the need for a large number of personnel from Region [**Enter first supporting Region identifier here**] to meet the DERG needs to perform the [**Enter your Department/Agency name here**] HQ mission and essential functions, Region [**Enter second supporting Region identifier here**] will activate within their RRCC and/or temporarily transfer staff to the Region [**Enter first supporting Region identifier here**] Regional Office based on the needs identified by the Regional Director, Region [**Enter first supporting Region identifier here**] to account for the day-to-day Regional operations in Region [**Enter first supporting Region identifier here**]. The Region [**Enter second supporting Region identifier here**] staff will assist the remaining Region [**Enter first supporting Region identifier here**] staff in handling the needs of or, if required, assume full responsibility for the [**Enter number of States within the first supporting Region’s jurisdiction here**] States within the Region [**Enter first supporting Region identifier here**] jurisdiction;
- To account for additional staff needs to perform the [**Enter your Department/Agency name here**] HQ mission and essential functions and to cover day-to-day Regional operations in Regions [**Enter primary devolution, first supporting, and second supporting Region identifiers here**], Regions [**Enter Region identifiers for any other regional offices that will provide supporting staff here**] will provide staff based on the additional needs identified by the Director, DERG, and the Regional Directors, Regions [**Enter primary devolution, first supporting, and second supporting Region identifiers here**] by activating within their RRCCs and/or temporarily transferring staff to Regions [**Enter primary devolution Region identifier here**], [**Enter first supporting Region identifier here**], and/or [**Enter second supporting Region identifier here**]. Similarly, the [**Enter your Department/Agency name here**] HQ Office and Division counterparts within the DERG may use [**Enter other possible sources of employees here (i.e., Disaster Assistance Employees (DAEs) and/or contractors)**] to offset personnel shortfalls;
- Following activation and deployment of the DERG, the Director, DERG, may request additional personnel from other [**Enter your Department/Agency name here**] Regional offices for augmentation and shift relief at the Devolution of Operations sites; and
- The Director, [**Enter your Department/Agency name here**], or the Director, DERG, and the corresponding Regional Director or designated successor must agree upon all requests for augmentation of the DERG before deploying any personnel.

Alternate Procedures for Coverage During a Devolution of Operations Situation:

- The Region **[Enter alternate devolution Region identifier here]** facilities will serve as the back-up Devolution of Operations sites for the Region **[Enter primary devolution Region identifier here]** facilities in the instance that **[Enter primary devolution site(s) name(s) here]** become unsuitable for use by the DERG. In this instance, the Region **[Enter alternate devolution Region identifier here]** personnel will compromise a majority of the DERG;
- If Region **[Enter alternate devolution Region identifier here]** stands up as the Devolution of Operations sites, Region **[Enter normal back-up Region identifier here]** will assist Region **[Enter alternate devolution Region identifier here]** as per the **[Enter your Department/Agency name here]** HQ Response Division's proposed "All Hazards Regional Back-up Assignments" guidelines by assuming operational responsibilities of the **[Enter number of States within the alternate devolution Region's jurisdiction here]** States within Region **[Enter alternate devolution Region identifier here]**'s jurisdiction to account for the Region **[Enter alternate devolution Region identifier here]** day-to-day operations;
- To assist with performing the **[Enter your Department/Agency name here]** HQ mission and essential functions, Region **[Enter first supporting Region identifier here]** personnel will activate within their RRCC and/or temporarily transfer staff to the Region **[Enter alternate devolution Region identifier here]** Regional Office based on the needs identified by the Regional Director, Region **[Enter alternate devolution Region identifier here]**, with Region **[Enter second supporting Region identifier here]** activating within their RRCC and/or temporarily transfer staff to the Region **[Enter first supporting Region identifier here]** Regional Office based on the needs identified by the Regional Director, Region **[Enter first supporting Region identifier here]** to account for the day-to-day Regional operations and the needs of the **[Enter number of States within the second supporting Region's jurisdiction here]** States within the Region **[Enter first supporting Region identifier here]** jurisdiction; and
- To account for additional staff needs to perform the **[Enter your Department/Agency name here]** HQ mission and essential functions and to cover day-to-day Regional operations in Regions **[Enter alternate devolution, first supporting, and second supporting Region identifiers here]**, Regions **[Enter Region identifiers for any other regional offices that will provide supporting staff here]** will provide staff based on the additional needs identified by the Director, DERG, and the Regional Directors, Regions **[Enter alternate devolution, first supporting, and second supporting Region identifiers here]** by activating within their RRCCs and/or temporarily transferring staff to Regions **[Enter alternate devolution Region identifier here]**, **[Enter first supporting Region identifier here]**, and/or **[Enter second supporting Region identifier here]**. Similarly, the **[Enter your Department/Agency name here]** HQ Office and Division counterparts within the DERG may use **[Enter other possible sources of employees here (i.e., Disaster Assistance Employees (DAEs) and/or contractors)]** to offset personnel shortfalls.

5.2 VITAL RECORDS AND DATABASES

Sharing Vital Records and Databases between your Department/Agency HQ and your devolution counterparts is key to the overall success of a devolution of operations. This section identifies those with responsibilities for overseeing Vital Records for your Department/Agency. This section also refers readers to the Vital Records and Databases appendix. Keep in mind that each Office and Division holds overall responsibility for updating their vital records and databases and for sharing all vital records and databases with their devolution counterparts.

(Sample text)

The **[Enter the name(s) of the appropriate organization(s) within your Department/Agency here]**, in coordination with the **[Enter the name(s) of the appropriate organization(s) within your Department/Agency here]**, provides overall guidance and oversight for the protection of vital records to support the performance of **[Enter your Department/Agency name here]** HQ essential functions under any emergency or potential emergency. Categories of these types of vital records and databases may include emergency operating records and legal and financial rights records. Each Office and Division holds overall responsibility for updating their vital records and databases and for sharing all vital records and databases with their devolution counterparts. See Appendix B for the vital records and databases specific to each Office and Division.

5.3 PRE-POSITIONED INFORMATION

This section emphasizes the need to share the vital records and databases for your Department/Agency with your devolution counterparts. Pre-positioning records is the preferred method of providing your counterparts with vital records and databases, so that they already have the information in the event your operations devolve.

(Sample text)

Without appropriate planning, essential data maintained at **[Enter your Department/Agency name here]** HQ may not be available to the DERG members at the Devolution of Operations sites. The **[Enter your Department/Agency name here]** HQ Offices and Divisions will coordinate with their Devolution of Operations counterparts to update all databases and other reference material supporting the **[Enter your Department/Agency name here]** HQ mission and essential functions. All parties will make these databases and other supporting materials available by either pre-positioning them at the Devolution of Operations sites or making them available through an automated data backup process.

5.4 TELECOMMUNICATIONS AND INFORMATION SYSTEMS SUPPORT

Your Department/Agency cannot consider vital records and databases as the only supporting materials you will need to devolve operations. Telecommunications and information systems will ensure your Department/Agency can successfully devolve operations and that your counterparts can successfully perform the mission and essential functions of your HQ. This section emphasizes these points and provides the appendix that contains specific telecommunications and information systems items needed at your devolution site(s).

(Sample text)

The **[Enter your Department/Agency name here]** HQ Offices and Divisions must ensure that they consider any unique or critical information system requirements and identify all capabilities needed for their Devolution of Operations counterparts to perform their essential functions.

The **[Enter your Department/Agency name here]** HQ Offices and Divisions will fully coordinate all telecommunications and information support requirements with their Devolution of Operations counterparts and the Chief Information Officer and Director, Information Technology Services Division **[or the appropriate person for your Department/Agency, if different]**. All Offices and Divisions will maintain and update all necessary files, documents, computer software, and databases required to carry out essential functions at the Devolution of Operations sites.

See Appendix B for telecommunication and information systems support specific to **[Enter your Department/Agency name here]** HQ and to each Office and Division.

5.5 TESTS, TRAINING AND EXERCISES

This section identifies the various test, training, and exercise activities necessary to keep the Devolution of Operations Plan for your Department/Agency current and correct. These requirements should meet those required by Federal Preparedness Circular 65.

(Sample text)

The following actions are required to ensure that all personnel are ready and able to execute the Devolution of Operations Plan:

- Annual Devolution of Operations briefing to all **[Enter your Department/Agency name here]** HQ ERG and DERG personnel involved in Devolution of Operations planning by the **[Enter the name of the Office or Division with this responsibility within your Department/Agency]**;
- Annual testing of the **[Enter your Department/Agency name here]** HQ active and passive Devolution of Operations Plan activation mechanisms;
- Annual training for the DERG members on their respective Devolution of Operations responsibilities and the requirements necessary to attain full operational capability;
- Annual testing and exercising of the **[Enter your Department/Agency name here]** HQ Devolution of Operations Plan to ensure the ability to perform essential functions and operations from the Devolution of Operations sites; and
- At least monthly updates by each **[Enter your Department/Agency name here]** HQ Office and Division to their Devolution of Operations counterpart regarding day-to-day operations, issues, and any changes to essential functions, vital records, orders of succession, or other COOP-related items.

5.6 SECURITY

Your Department/Agency will most likely have to devolve operations during a tenuous time when security awareness will be in a heightened state. To account for that fact, this section ensures that your devolution counterparts know where to find the security requirements needed at each devolution site to continue the mission and essential functions for your Department/Agency without disruptions from outside sources threatening the safety and security of your Devolution Emergency Response Group members.

(Sample text)

In accordance with the guidance and direction provided by applicable regulations and the Safety and Security Branch, Facilities Management & Services Division **[or the appropriate person for your Department/Agency, if different]**, the **[Enter your Department/Agency name here]** HQ Offices and Divisions will provide their counterpart DERG members with detailed information on the unique security requirements associated with the assumption of the **[Enter your Department/Agency name here]** HQ essential functions.

APPENDIX A: [ENTER YOUR D/A NAME HERE] HQ ESSENTIAL FUNCTIONS

This appendix includes the list of the [Enter your Department/Agency name here] HQ essential functions prioritized within each HQ Office and Division that will devolve operations to the Devolution Emergency Response Group. You can use this text to begin this Appendix *[Use this text to begin this appendix]*.

(Sample table structure)

A.1 Office of the Director

Priority	Essential Functions
1	[Enter the essential functions for this Office/Division here]
2	
3	
4	
5	

APPENDIX B: RESOURCE REQUIREMENTS

This section identifies the equipment and vital records, files, and databases needed to assume the mission and essential functions for your Department/Agency when the need to devolve operations occurs. Completing the three tables in this appendix will provide your devolution of operations counterparts with the resources they will need at each devolution site to ensure a seamless transfer of operations. HQ points-of-contact have the responsibility of providing their counterparts with all Vital Records for their organization.

Table 1: Vital Files, Records, and Databases

(Sample entries and table structure)

FEMA HQ Office or Division Counterpart	Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-Positioned at Devolution Facility	Hand Carried to Devolution Facility	Storage Location(s)
Office of the Regional Director	WebCims	Electronic	X	N/A	Computer hard drive
	Electronic Correspondence Tracking (ECT)	Electronic	X	N/A	Computer hard drive
	Connection to NEMIS	Electronic	X	N/A	Computer hard drive
	Quicktime	Electronic	X	N/A	Computer hard drive
	FEMA HQ COOP Plan	Electronic & hardcopy	X	X	Computer diskette & printed hardcopy
	Office of the Director COOP Implementation Plan	Electronic & hardcopy	X	X	Computer diskette & printed hardcopy
	HSIN/Common Operating Picture (COP)	Electronic	X	N/A	COOP Server
	Stafford Act	Hardcopy	X	N/A	Building 407
	44 CFR	Hardcopy	X	N/A	Building 407
National Preparedness Division	COOP Support Team Checklist	Electronic	X	X	COOP Server
	COOP Phone Directory	Electronic	X	N/A	COOP Server
	Federal Department and Agencies (D/As) E-mail Contact List	Electronic	X	X	In COOP Account Contacts List on MW server

FEMA HQ Office or Division Counterpart	Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-Positioned at Devolution Facility	Hand Carried to Devolution Facility	Storage Location(s)
National Preparedness Division	COOP Status Reporting Form	Electronic	X	N/A	Gold Team Folders, COOP Server
	D/A COOP Status Report Shell	Electronic	X	N/A	Gold Team Folders, COOP Server
	PDD - 39	Hardcopy & Electronic	X	N/A	Internet
	PDD – 67	Hardcopy	X	N/A	Safe
	HSPD – 1	Electronic	X	N/A	Internet
	HSPD – 5	Electronic	X	N/A	Internet
	HSPD – 7	Electronic	X	N/A	Internet
	NSPD – 28	Hardcopy	X	N/A	Safe
	EO 12656	Electronic	X	N/A	Internet
	SIPRnet/NIPRnet	Electronic	X	N/A	LAN Internet
	JWICS	Electronic	X	N/A	LAN Internet
	HSDN	Electronic	X	N/A	LAN Internet
	FM&S, ITSD, HR, and OCFO Delegations of Authority	Hardcopy	X	N/A	Intranet, COOP Server

Table 2: Telecommunications and Information Systems Support Employed by all [Enter your Department/Agency name here] HQ Offices and Divisions

(Sample entries and table structure)

Voice	Radio	Data
<ul style="list-style-type: none"> Federal Telephone System (FTS) Public Switch Telephone Network (PSTN) Defense Switched Network (DSN) Cellular Phone [Enter your Department/Agency name here] Switched Network (_SN) 	<ul style="list-style-type: none"> [Enter your Department/Agency name here] National Radio System (_NARS) Microwave Satellite 	<ul style="list-style-type: none"> FSN [Enter your Department/Agency name here] Data Network (_DN) National Emergency Management Information System (NEMIS) Defense Message System (DMS)/Automatic Digital Network (AUTODIN) IPASS Local Area Network (LAN)/Wide Area Network (WAN) Connectivity (Secure/Non-secure) IFMIS Access Homeland Security Information

Voice	Radio	Data
		Network (HSIN)/Common Operating Picture (COP)

Table 3: Additional Telecommunications and Information Systems Support by [Enter your Department/Agency name here] HQ Office and Division. If a [Enter your Department/Agency name here] HQ Office or Division does not appear on this list, they have no additional telecommunication or information system needs.

(Sample entries and table structure)

[Enter your Department/Agency name here] HQ Office or Division	Voice	Radio	Data	Video
Office of Public Affairs	<ul style="list-style-type: none"> • DHS Homeland Security Information Network (HSIN) • DHS National Interagency Incident Conference Line (NIICL Line) 			<ul style="list-style-type: none"> • Commercial Satellite Connectivity (C/Ku Band)

[Enter your Department/Agency name here] HQ Office or Division	Voice	Radio	Data
Office of National Security Coordination	<ul style="list-style-type: none"> • Government Emergency Telephone Systems (GETS) 		<ul style="list-style-type: none"> • Homeland Security Data Network (HSDN) • Secret Internet Protocol Router Network (SIPRnet) • Non-Classified Internet Protocol Router Network (NIPRnet) • Joint Worldwide Intelligence Communications System (JWICS) • Crisis Information Management System (CIMS)
Office of Legislative Affairs	<ul style="list-style-type: none"> • STU-III or STE 		
Human Resources Division	<ul style="list-style-type: none"> • Blackberry 		

APPENDIX C: DEVOLUTION OF OPERATIONS SITES

Enter the location, contact, and leadership information for each of your devolution sites in Appendix C. Include maps that will give readers a better idea of where your devolution site is located. However, be sure to avoid providing any classified location information for your sites.

(Sample listing)

[Enter Office name here]

Location:

[Enter location description here]

Phone numbers:

[Enter main switchboard phone numbers here]

Address:

[Enter street address here]

[Enter City, State and Zip Code here]

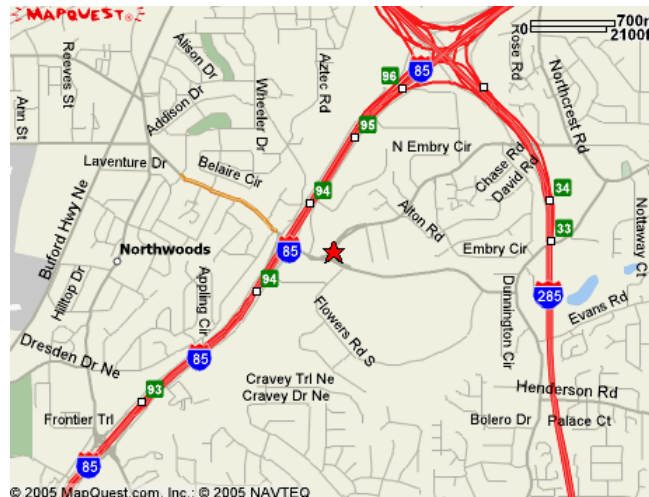
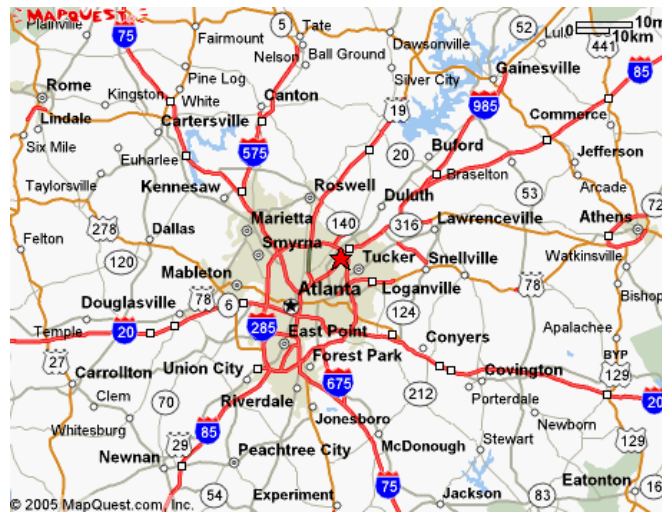
Region Leadership:

[Enter Regional Director name here]

Regional Director

[Enter Regional Director phone numbers here]

FIGURE C-1: LOCATION OF [ENTER YOUR DEPARTMENT/AGENCY NAME HERE] HQ DEVOLUTION OF OPERATIONS SITE



APPENDIX D: DEVOLUTION POINTS OF CONTACT

Enter the information for your key contacts within each Office and Division within your Department/Agency. For Figure D-1, always use positions and titles instead of the actual names of individuals to avoid having to make more frequent changes to your plan each time key personnel within your Department/Agency change. Figure D-2 will include the primary contact’s phone number for each Regional office and provide their Division Director’s number, too. Complete this table only if applicable to your Department/Agency.

(Sample tables)

FIGURE D-1: [ENTER YOUR DEPARTMENT/AGENCY NAME HERE] HEADQUARTERS COOP POINTS OF CONTACT

HQ Office or Division	HQ POC & Phone # (###-###-XXXX)	Devolution Response Group Counterpart Contact Information
Office of the Director	COOP POC, x4598 Alternate COOP POC, x4642	Director, FEMA Region V 536 S. Clark St., 6 th Floor Chicago, IL 60605 312-408-5501 Director, FEMA Region IV 3003 Chamblee Tucker Road Atlanta, GA 30341 770-220-5200/5216

FIGURE D-2: NATIONAL SECURITY COOP COORDINATORS POINTS OF CONTACT [IF APPLICABLE TO YOUR DEPARTMENT/AGENCY]

Region	HQ Function	Phone Number	Division Director Phone Number
Region I	POC	###-###-####	###-###-####
Region II			
Region III			
Region IV			
Region V			
Region VI			
Region VII			
Region VIII			
Region IX			
Region X			

APPENDIX E: ACRONYMS

Enter all acronyms used in your devolution of operations plan. Ensure you include all acronyms, so that readers will not get confused trying to decipher acronyms not defined in this section, which could lead to a misunderstanding of your organization's plan.

(Sample text)

CFR	Code of Federal Regulations
CLS	Central Locator System
COG	Continuity of Government
COOP	Continuity of Operations
D/As	Departments and Agencies
DERG	Devolution Emergency Response Group
DHS	Department of Homeland Security
FEMA	Federal Emergency Management Agency
FOC	FEMA Operations Center
FAOC	FEMA Alternate Operations Center
HQ	Headquarters