



University of Colorado
Denver | Anschutz Medical Campus

Administrator Continuity of Operations Guide



Emergency Management

UNIVERSITY OF COLORADO

DENVER | ANSCHUTZ MEDICAL CAMPUS



TABLE OF CONTENTS

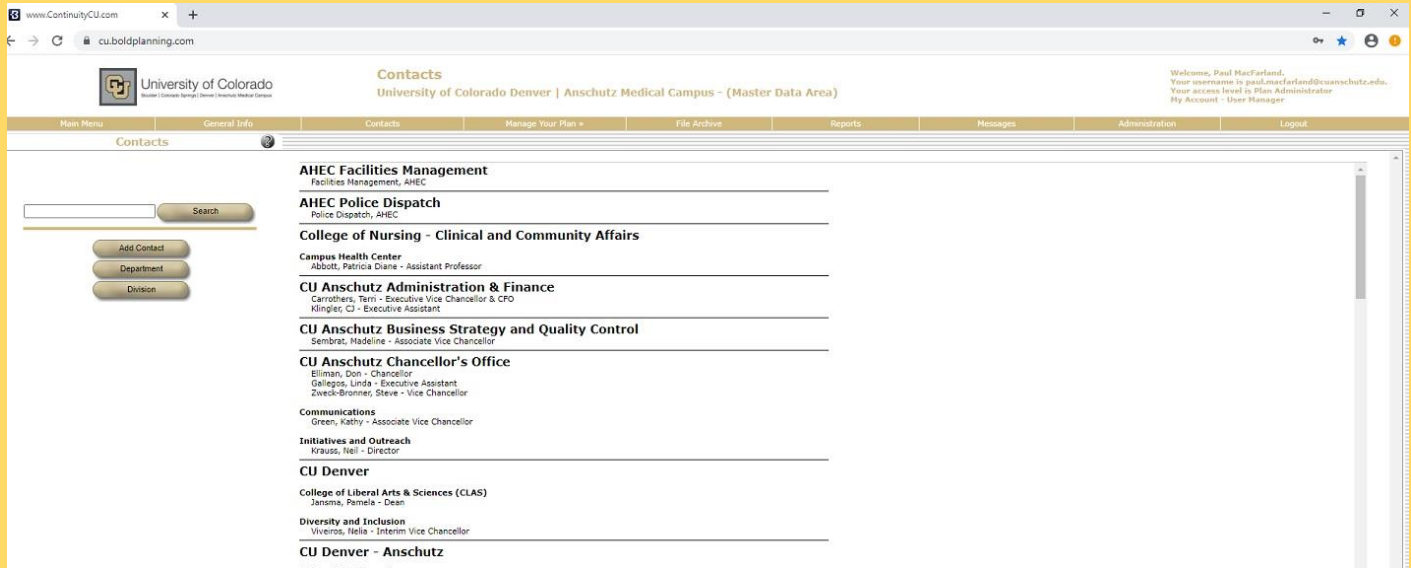
CONTACTS	1
EXAMPLE OF BOLD PLANNING CONTACTS TAB.....	2
TEAMS.....	3
CREATING TEAMS IN BOLD PLANNING.....	4
EXAMPLE OF BOLD PLANNING TEAMS TAB	5
ORDERS OF SUCCESSION	6
EXAMPLE OF BOLD PLANNING ORDERS OF SUCCESSION TAB.....	6.1
DELEGATIONS OF AUTHORITY	7
EXAMPLE OF BOLD PLANNING DELEGATIONS OF AUTHORITY	7.1
FACILITIES.....	8
EXAMPLE OF BOLD PLANNING FACILITIES TAB.....	8.1
ALERT NOTIFICATION & COMMUNICATIONS.....	9
EXAMPLE OF BOLD PLANNING ALERT NOTIFICATION TAB	10
ESSENTIAL FUNCTIONS.....	11
CREATING ESSENTIAL FUNCTIONS IN BOLD PLANNING	12
EXAMPLE OF BOLD PLANNING ESSENTIAL FUNCTIONS TAB	13
VITAL RECORDS	14
EXAMPLE OF BOLD PLANNING VITAL RECORDS TAB.....	15
DRIVE-AWAY KITS	16
EXAMPLE OF BOLD PLANNING DRIVE-AWAY KITS TAB	17
TESTING TRAINING & EXERCISE	18



Contacts

- Types of Contacts
 - Key Staff (Internal): Management, Members of people who are part of teams in your COOP, and anyone who has a direct role in your preparedness plan. They are the ones making important decisions
 - Staff (Internal): Other employees within your department
 - Non-Staff (External): Outside employees or contractors (IT, Security, Financial Services, etc.)
 - Vendors/Other (External): Third-parties, emergency services, etc.
- You do not need to have **every** member of your department as part of your contact list. You mainly want to include “decision makers” in your plan
- Make sure your contacts list is detailed enough so that you can fill in your “Teams”, “Orders of Succession”, “Delegations of Authority”, “Essential Functions” etc. tabs
 - The more time you spend making sure this tab is filled out completely, the less time the other tabs will take.
- Questions to ask:
 - Do we have current contact information documented and accessible within our Continuity plan if an event occurs outside business hours?
 - Have we accurately identified the vendors/partners/suppliers (and others) who provide critical services or resources to our organization?
- Best Practices
 - Enter Contacts in the Master Data Area; once there, they are available for import into sub-plans
 - Modify/update contacts in the Master Data Area, so that changes flow down to the sub-plans where they were imported
 - And remember... changes to a data field in a sub-plan do **NOT** flow back up to the master plan; they break the link for that field only
- How to get contacts into your plan
 - Go to your contacts tab in your plan. Go to “Import Contacts” this will show all contacts that are in the master data plan. By checking on the box next to a person’s name, it will add that contact into your plan.
 - If the name you need is not in the master data plan, you can “Add Contact”. This will pop up a blank “Contact Details” form where you can add the contact information into your plan.
 - When doing this, **USE THE DROP DOWNS** for Department and Division. This will maintain consistency in your plan. If you type things in, it will create duplicate entries.

Example of Bold Planning Contacts Tab



The screenshot displays the 'cu.boldplanning.com' web application. The browser's address bar shows the URL. The page header includes the University of Colorado logo and the text 'University of Colorado Denver | Anschutz Medical Campus - (Master Data Area)'. A navigation bar at the top contains links: Main Menu, General Info, Contacts (selected), Manage Your Plan, File Archive, Reports, Messages, Administration, and Logout. Below the navigation bar, the 'Contacts' tab is active, showing a search bar and three buttons: Add Contact, Department, and Division. The main content area lists various departments and their associated personnel, including AHEC Facilities Management, AHEC Police Dispatch, College of Nursing - Clinical and Community Affairs, Campus Health Center, CU Anschutz Administration & Finance, CU Anschutz Business Strategy and Quality Control, CU Anschutz Chancellor's Office, Communications, Initiatives and Outreach, CU Denver, College of Liberal Arts & Sciences (CLAS), Diversity and Inclusion, and CU Denver - Anschutz.

www.ContinuityCU.com

cu.boldplanning.com

University of Colorado
Denver | Anschutz Medical Campus

Contacts
University of Colorado Denver | Anschutz Medical Campus - (Master Data Area)

Welcome, Paul MacFarland.
Your username is paul.macfarland@cuanschutz.edu.
Your access level is Plan Administrator
My Account - User Manager

Main Menu General Info **Contacts** Manage Your Plan File Archive Reports Messages Administration Logout

Contacts

Search

Add Contact
Department
Division

AHEC Facilities Management
Facilities Management, AHEC

AHEC Police Dispatch
Police Dispatch, AHEC

College of Nursing - Clinical and Community Affairs
Campus Health Center
Abbott, Patricia Diane - Assistant Professor

CU Anschutz Administration & Finance
Carrothers, Terri - Executive Vice Chancellor & CFO
Kinsler, CJ - Executive Assistant

CU Anschutz Business Strategy and Quality Control
Sembrot, Madeline - Associate Vice Chancellor

CU Anschutz Chancellor's Office
Ellman, Don - Chancellor
Gallegos, Linda - Executive Assistant
Zweck-Bronner, Steve - Vice Chancellor

Communications
Green, Kathy - Associate Vice Chancellor

Initiatives and Outreach
Krauss, Neil - Director

CU Denver
College of Liberal Arts & Sciences (CLAS)
Jansine, Pamela - Dean

Diversity and Inclusion
Viveros, Nelia - Interim Vice Chancellor

CU Denver - Anschutz



Teams

- Teams represent a group of people who are put together to accomplish a common goal.
- Teams are part of the “Who”
- Default teams in Bold include Relocation, Planning, and Support. These come built in to your COOP. You can edit and add teams as needed

The following are examples of what these teams might do. They will differ based on your departmental needs.

- **Planning Team**
 - Developing, updating, reviewing, and training on the COOP
 - Determining Alternate Facilities
 - Testing communications capabilities with staff
- **Relocation Team**
 - Decide whether or not to relocate (and where)
 - Responsible for relocating to the designated **Alternate Facility** in a timely manner, then re-establishing and recovering the operations of the organization’s essential functions.
 - Manage communications
 - With staff and vendors
 - Coordination of purchasing and financial transactions
 - Decision of when to relocate back to primary facility
 - Movement of furniture, supplies, and overall operations
 - Identifying flaws in the plan and updating appropriately (lessons learned)
 - Conduct lessons learned meetings and develop improvement plans
- **Support Team**
 - Responsible for providing support to the **Relocation Team** as requested

Questions to Ask

- Who are the key people within our organization and outside our organization?
- Have we established teams within our plan and are these people organized on these teams?
- Are team members aware of and understand their responsibilities to the teams?
- Have you conducted planning meetings to discuss the details of your teams and the responsibilities of those teams?
- **Best Practices within the Bold Planning Software**
 - When placing somebody on a team, do not just put their contact information here, identify their role within the team.
 - Do not overcommit one person to too many teams
 - You can create master level teams that can then flow down to sub-plans
 - An Executive Team, Incident Response Team, Public Relations Team, Logistics Team
 - You want to correspond team roles with Vital Records & Essential Functions
 - Train your teams on their roles and responsibilities during a continuity event.
 - While there are template teams, you will want to create teams that are specific to your plan.




Creating Teams in Bold Planning

- Teams that are created on the Master Level Data Area will flow down into subordinate plans. You cannot edit these but the information is important for all plans.
- When assigning roles and responsibilities, if there is a green check mark beside a role, that means somebody has been assigned that role.
- After you have created a team, you can run a report as an excel spreadsheet. This will show team membership and their designated roles and responsibilities.
 - If you see one person who is on many teams with many responsibilities, consider spreading out that work.
 - Ensure there are no gaps in your spreadsheet. Gaps mean you do not have a role assigned to a person on one of your teams.
- If you have a change in personnel, you can edit the data to replace the old employees with the new employee in all of the roles that the old employee was assigned.

The following page shows an example of the “Teams” tab in Bold Planning

Example of Bold Planning Teams Tab



University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Teams
CU Anschutz Skaggs School of Pharmacy & Pharmaceutical Sciences

[Main Menu](#)
[General Info](#)
[Contacts](#)
[Manage Your Plan »](#)
[File Archive](#)

Teams

[Assign New Member](#) [Add / Edit Team\(s\)](#)

Planning Team

Name / Title / Contact	Planning Team Role
Jay Rodenburg Personnel Director Dean's Office W: 303-724-2648 H: 303-828-4515 C: 303-921-5472 jay.rodenburg@ucdenver.edu	
Laura Borgelt Associate Dean for Administration and Operations Dean's Office W: 303-724-2650 H: 303-257-7221 C: 303-257-7221 laura.borgelt@ucdenver.edu	Responsible for the official review and formal approval of the finalized plan. Serves as the Planning Team Chief and is the primary point of contact for all continuity planning issues.
Andrew Rotz Facilities Manager Dean's Office W: 303-724-9713 C: 303-709-4531 andrew.rotz@cuanschutz.edu	
Rachel Copeland Associate Dean, Finance & Budget Dean's Office W: 303-724-2620 C: 360-907-8792 RACHEL.COPELAND@CUANSCHUTZ.EDU	

Relocation Team

Name / Title / Contact	Relocation Team Role
Susan Kepner PharmD Education Coordinator Other Administration W: 303-724-6927 H: 720-870-6608	PHARMED EDUCATION RELOCATION: Serves as the primary point of contact for PharmD Education Facility Management; duties could include furniture, office equipment, and IT related requirements.
Nicole Reisdorph Faculty member Other Administration W: 303-724-9234 C: 720-281-6563 nicole.reisdorph@ucdenver.edu	RESEARCH RELOCATION: Serves as the primary point of contact for Research Equipment Management; duties could include assisting with research equipment.
Beverly Brunson Student Services Director Office of Student Services W: 303-724-2881 H: 303-666-9818 C: 303-956-4327 beverly.brunson@ucdenver.edu	PHARMED EDUCATION RELOCATION: Co-chief
Rajesh Agarwal DOPS alternate chair Department of Pharmaceutical Sciences W: 303-724-4055 H: 720-870-0567 C: 720-256-6805 raj.agarwal@ucdenver.edu	RESEARCH RELOCATION: Serves as the Research Relocation Team Chief and is responsible for deciding if and when to relocate operations to new space.
David Bain DOPS alternative chair Department of Pharmaceutical Sciences W: 303-724-6118 H: 303-337-6843 C: 720-331-9486 david.bain@ucdenver.edu	RESEARCH RELOCATION: and PHD EDUCATION: Serves as the Research Relocation Team Chief and is responsible for deciding if and when to relocate operations to new space.
Peggy McIntosh DOPS Admin Director Department of Pharmaceutical Sciences W: 303-724-8578 PEGGY.MCINTOSH@CUANSCHUTZ.EDU	RESEARCH RELOCATION: Responsible for Research Relocation Team coordinating and managing financial related issues during continuity events including purchasing equipment, and IT related requirements.
Michael Wempe Research Associate Prof Other Administration	RESEARCH RELOCATION: Serves as the primary point of contact for Research Equipment Management; duties could include assisting with research equipment.
Jarod Brown Grad Program Director Other Administration W: 303-724-8213 H: 303-284-5594 C: 720-505-0308 jarod.brown@ucdenver.edu	PHD EDUCATION: Serves as the Relocation Team Chief and is responsible for deciding if and when to relocate operations to new space.
Jackie Milowski DOPS Admin Assistant Administrative Support W: 303-724-7263 H: 720-929-2232 jackie.milowski@ucdenver.edu	PHD EDUCATION: Serves as the primary point of contact for Facility Management; duties could include assistance in selecting equipment, and IT related requirements. Responsible for coordinating and managing financial related issues during continuity events including purchasing equipment, and IT related requirements.

Support Team

Name / Title / Contact	Support Team Role
Jay Rodenburg Personnel Director Dean's Office W: 303-724-2648 H: 303-828-4515 C: 303-921-5472 jay.rodenburg@ucdenver.edu	Responsible for managing the staffing levels and successful completion of essential functions at the alternate site.
Gabe Mascarenas IT Professional IT Office W: 303-724-2628 GABE.MASCARENAS@CUANSCHUTZ.EDU	Responsible for IT including equipment, internet connectivity, etc.
Andrew Rotz Facilities Manager Dean's Office W: 303-724-9713 C: 303-709-4531 andrew.rotz@cuanschutz.edu	Responsible for telecom, communication with vendors and for reporting and coordinating with the Relocation Team.
Laura Borgelt Associate Dean for Administration and Operations	Serves as the Support Team Chief and is responsible for reporting and coordinating with the Relocation Team.

11/19/04/89

Copyright © 2004 - 2020, BOLDplanning, Inc., All rights reserved.

Orders of Succession

- The orders of succession tab answers the question of “**Who comes next?**”
 - Identifies who will step in for personnel in key leadership roles if they are unavailable.
- The person who officially has the role should be listed as the “**Primary**”. Individuals who would step in if the primary is not available are listed as “**Alternates**”.
 - There should be a minimum of 2 but preferably 3 alternates for every primary role.
- If you have completed the **General Information** section your department head’s name will appear automatically in the **Orders of Succession** list.


Editing Orders of Succession

- Your department head should be listed as the Primary
- Click the Edit button to the right of the row called #1 Alternate
- Find the appropriate name in the Contact Search Results and click on it
- That person should now be listed as #1 Alternate
- Repeat these steps for #2 and #3 alternates

Adding Orders of Succession for your Teams

- Click Add New Succession, enter the title of the position and click save
- Click the Add New Member Button or the Edit button to the right of the row
- Find the appropriate name in the Contact Search Results and click on it.
- Check to see the person is listed correctly
- Provide Alternates for your new Primary

Example of Bold Planning Orders of Succession Tab 6.1

 University of Colorado
Denver | Anschutz Medical Campus

Orders Of Succession
CU Denver - Anschutz Police Department - (COOP)

Welcome, Paul Huffard.
Your username is paul.huffard@ucdenver.edu.
Your access level is Plan Administrator
My Account - User Manager

Home | General Info | Contacts | Manage Your Plan | File Archive | Reports | Messages | Administration | Logout

Orders of Succession

[Add New Succession](#)

Leadership Succession for .

Position	Title	Department	Division	Name (position currently held by)	
Primary				Unassigned Person	Edit Delete
#1 Alternate	Deputy Chief	CU Denver - Anschutz Police Department	Command	Daniel Mark	Edit Delete
#2 Alternate	Commander	CU Denver - Anschutz Police Department	Administration	Stephen Smidt	Edit Delete
#3 Alternate	Commander	CU Denver - Anschutz Police Department	Patrol Operations	David Hall	Edit Delete

[Sort Succession](#)

Leadership Succession for Communications.

Position	Title	Department	Division	Name (position currently held by)	
Primary	Director	CU Denver - Anschutz Police Department	Communications	Susan Matthews	Add New Member Edit Delete
#1 Alternate	Lead Supervisor	CU Denver - Anschutz Police Department	Communications	Jared Rivers	Edit Delete
#2 Alternate	Lead Supervisor	CU Denver - Anschutz Police Department	Communications	Chuck McAdams	Edit Delete

[Edit Succession](#)

Leadership Succession for Administrative Functions.

Position	Title	Department	Division	Name (position currently held by)	
Primary	Manager	CU Denver - Anschutz Police Department	Administration	Rhonda Tuesdale	Add New Member Edit Delete
#1 Alternate	Administrative Assistant	CU Denver - Anschutz Police Department	Administration	Briana Gaddis	Edit Delete

[Edit Succession](#)


Leadership Succession for Electronic Security.

Position	Title	Department	Division	Name (position currently held by)	
Primary	Director	CU Denver - Anschutz Police Department	Electronic Security	Kurt Proffitt	Add New Member Edit Delete
#1 Alternate	Interim Installation Manager	CU Denver - Anschutz Police Department	Electronic Security	Randy Martinez	Edit Delete
#2 Alternate	Security Engineer	CU Denver - Anschutz Police Department	Electronic Security	Jim Martinez	Edit Delete

Delegations of Authority

- People within your department who typically have authority may need to delegate that authority in a disaster or disruption. The primary person may be incapacitated during an event, or they may be just too busy during a disruptive event to attend to all of their duties.
- Types of Authority
 - Signing important documents, writing checks, making purchases, closing offices, hiring staff, eliminating positions, granting leave
- It is recommended that you go three deep in your authorities, a primary person and two back-ups.
- Questions to ask about Delegation of Authority
 - Are there special authorities or capabilities that are performed by specific personnel within our organization?
 - If so, what are the specific authorities they conduct and who holds the capability to perform them?
 - If these people are unavailable during a continuity event, have we established a line of “back-up” personnel who could perform these authorities in their absence?
 - Have we conducted planning meetings to train “back-up” personnel on these delegations and their responsibilities?
- Delegations of Authority can only be put in place if you have a good contacts list.

Example of Bold Planning Delegations of Authority Tab 7.1



University of Colorado
Denver | Anschutz Medical Campus

Delegation of Authority
CU Denver - Anschutz Police Department - (COOP)

Welcome, Paul MacFarland
Your username is paul.macfarland@ucdenver.edu
My Account - User Manager

[Plan Menu](#)
[General Info](#)
[Contacts](#)
[Manage Your Plan](#)
[File Archive](#)
[Reports](#)
[Messages](#)
[Administration](#)
[Logout](#)

Delegation of Authority

[Add New Delegation](#) [Sort Delegations](#)

Travel Authorization Admin and Records - Acting Agents

Title	Department	Name (Position currently held by)	Add Acting Agent
Manager	CU Denver - Anschutz Police Department	Rhonda Truesdale	Edit Delete

Travel Authorization Admin and Records - Delegated Agents

Title	Department	Name (Delegated to)	Add Delegated Agent
Administrative Assistant	CU Denver - Anschutz Police Department	Briana Gaddis	Edit Delete

[Edit Delegation](#)

Travel Authorization Patrol - Acting Agents

Title	Department	Name (Position currently held by)	Add Acting Agent
Manager	CU Denver - Anschutz Police Department	Rhonda Truesdale	Edit Delete
Administrative Assistant	CU Denver - Anschutz Police Department	Briana Gaddis	Edit Delete

Travel Authorization Patrol - Delegated Agents

Title	Department	Name (Delegated to)	Add Delegated Agent
Commander	CU Denver - Anschutz Police Department	Stephen Smith	Edit Delete
Commander	CU Denver - Anschutz Police Department	David Hall	Edit Delete

[Edit Delegation](#)

Travel Authorization Emergency Management - Acting Agents

Title	Department	Name (Position currently held by)	Add Acting Agent
Director	CU Denver - Anschutz Police Department	Michael L. Bear	Edit Delete

Travel Authorization Emergency Management - Delegated Agents

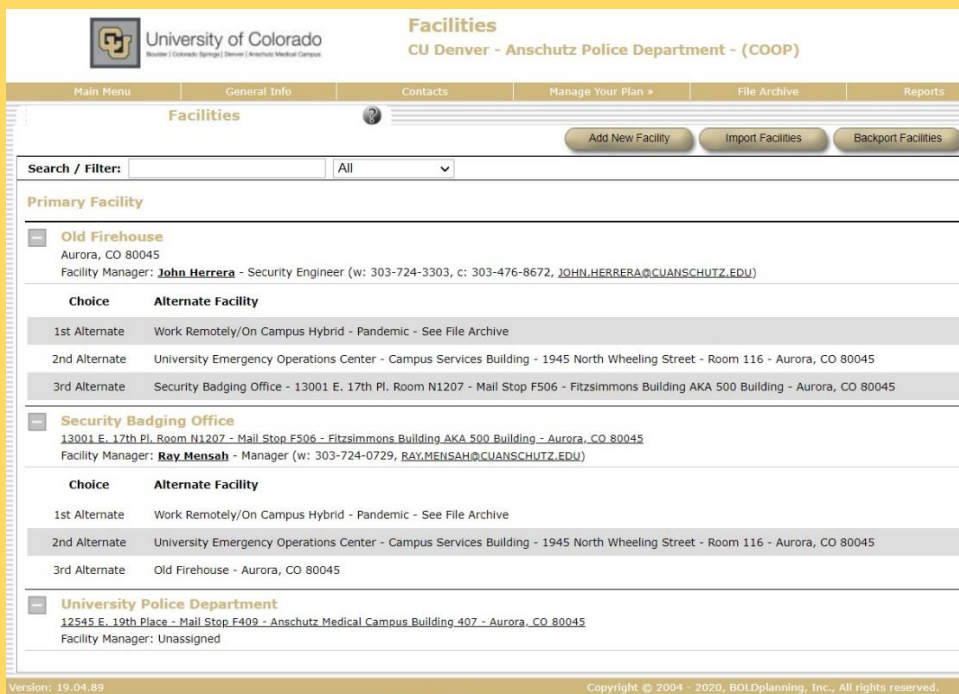
Title	Department	Name (Delegated to)	Add Delegated Agent
-------	------------	---------------------	-------------------------------------

[Edit Delegation](#)

Facilities

- Facilities represent the “**where**” aspect of your COOP and are one of the cornerstones of your COOP.
- There are two distinct facilities in your COOP “Primary Facilities” and “Alternate Facilities”
- Facilities are used in the Vital Records & Resources and Essential Functions tabs
- What is a Primary Facility? – This is the place where your normal operations take place
 - Be sure to put your Primary Facility Name and Address (including suite numbers if applicable)
 - Staffing Levels at the Facility (plus additional capacity)
 - Take the time to add resources at the Facility (Quantity/Description)
 - The Facility Manager who is in charge of your department should be added as a contact in the plan
- Alternate Facility – Backup sites for relocation
 - Can be another primary facility – can be alternate office space or a temporary building, can be rented space from others
 - Add in facility name and address
 - How many staff are relocating?
 - Resources at primary facility vs. Resources needed for relocation
- In most cases, your alternate facility will be determined by the facility maintenance team within the University who will need the following information to identify space:
 - The number of staff who are relocating there **and** Resources you will need in the alternate facility.
- You can create a “to be determined” alternate facility so that you can document the resources you anticipate needing

Example of Bold Planning Facilities Tab 8.1



The screenshot displays the 'Facilities' tab in the Bold Planning system for the University of Colorado Denver - Anschutz Police Department - (COOP). The interface includes a navigation menu with options like Main Menu, General Info, Contacts, Manage Your Plan, File Archive, and Reports. The main content area shows a list of facilities, each with a 'Primary Facility' and a table of 'Alternate Facility' options.

Choice	Alternate Facility
1st Alternate	Work Remotely/On Campus Hybrid - Pandemic - See File Archive
2nd Alternate	University Emergency Operations Center - Campus Services Building - 1945 North Wheeling Street - Room 116 - Aurora, CO 80045
3rd Alternate	Security Badging Office - 13001 E. 17th Pl. Room N1207 - Mail Stop F506 - Fitzsimmons Building AKA 500 Building - Aurora, CO 80045

Below the table, the 'Security Badging Office' is listed as a facility with its address (13001 E. 17th Pl. Room N1207 - Mail Stop F506 - Fitzsimmons Building AKA 500 Building - Aurora, CO 80045) and manager (Ray Mensah). Another table of alternate facilities is provided for this facility.

Choice	Alternate Facility
1st Alternate	Work Remotely/On Campus Hybrid - Pandemic - See File Archive
2nd Alternate	University Emergency Operations Center - Campus Services Building - 1945 North Wheeling Street - Room 116 - Aurora, CO 80045
3rd Alternate	Old Firehouse - Aurora, CO 80045

The 'University Police Department' is also listed as a facility with its address (12545 E. 19th Place - Mail Stop F409 - Anschutz Medical Campus Building 407 - Aurora, CO 80045) and manager (Unassigned).

Version: 19.04.89 Copyright © 2004 - 2020, BOLDplanning, Inc., All rights reserved.




Alert Notification Procedures & Communications

- **Alert Notification Procedures**
 - ***It is very important to realize that this is not associated with the campus alerting system (CU Alerts)***
- The alert notification tab represents how you are going to inform your teams when continuity operations are in place.
- Document all of the procedures your organization has established to communicate during and after a continuity event/disaster
 - Call Trees – These are easily broken and not the best way to do alert notifications
 - Have redundant measures for communication and quick ways to rapidly get information out to a large amount of people.
- **Quickly getting information out to your group**
 - Consider an application such as GroupMe, WhatsApp, Teams, etc. to use throughout your organization
 - Email Notifications
 - Social Media (do not post sensitive information on Social Media)
- You need to assume and treat this notification system as if the disaster will occur while you are not at work (you are only actually at work for 20%-22% of the year).

Try to think about contingencies you would have in place if certain critical infrastructures are down or unavailable.

- What happens if the power is out?
- What if phone lines are down?
- What if cell towers were overloaded or not working?
- What if work email is overloaded or not working (e.g. cyber-attack)? This may take out your work email so having personal emails in your “contacts” section provides a redundancy to maintain email communication.
- **Best practices:**
 - **Develop notification procedures that are simple to follow**
 - **Train your staff on the procedures**
 - **Have a way to get information out that is not reliant on your work infrastructure**
 - **Develop a way of notifying your alternate facility and vendors if relocation is necessary so that alternate facilities can be prepared and vendors do not drop off product at a facility you are no longer using (that also means your alternate facility is not getting supplies).**
- **Master Data Area**
 - If you have access to the Master Data area for your plan, you can put in alert notification procedures that will flow down to the subordinate plan and cannot be edited.

Example of Bold Planning Alert Notification Procedure Tab



University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Alert Notification Procedures
CU Denver - Anschutz Office

[Main Menu](#)[General Info](#)[Contacts](#)[Manage Your](#)

Alert Notification Procedures

The Department Head will notify the COOP Relocation Team (CRT) Chief to activate the COOP Plan.

Upon notification to activate the COOP Plan, the CRT Team Chief will perform the following duties:

1. Notify the CITO if not previously notified
2. Notify the Emergency Response Team
3. Notify the Continuity Team (Annex A)
4. Notify key staff
5. Engage Facilities, Police, Communications as required
6. Designate a COOP situation room
7. Begin assessing damage and outage affects and how the affect internal and external constituents
8. Notify Service Desk and if necessary, set up alternative or remote location for service desk technicians
9. Determine if interim options are necessary for essential services
10. Determine if alternative facilities or remote work locations are necessary
11. Contact all OIT staff with assignments
12. Send RAVE
13. Update public website as necessary



Essential Functions


- Essential functions are a critical aspect of your COOP. Essential functions represent ONLY the functions your organization absolutely needs to remain operational. It does not represent all of the functions that your organization does on a day-to-day basis. Focus only on those functions that keep your department from becoming ineffective.
- A COOP is developed to ensure an organization's essential functions are maintained both during and after a disruption. As such, it is imperative that all these critical functions are clearly outlined, and appropriate actions are detailed.
 - Essential functions should be described as actions conducted under NORMAL conditions.
- Make sure senior management is fully supportive and willing to provide its stamp of approval on the process
 - Have a thorough discussion within the department to determine what your priority list of functions are.
 - Look at upstream and downstream dependencies.
 - You can configure custom fields within the function detail page to capture upstream and downstream dependencies. Upstream and downstream dependencies represent how a function can affect other parts of your operation above or below that function's level within your department
 - Essential Functions are your engine to keep going. Keep in mind the interdependencies within your department. If you lose certain personnel, buildings, or systems, how will that effect your operations?
 - You want to have a clear understanding of what functions must stay operational during times of a disruption vs. the functions that can be delayed or postponed temporarily.
 - Incorporate feedback from multiple levels within your operation. Higher level managers may miss lower level essentials, gaining feedback from different levels will ensure you do not miss any essential functions.
 - Make sure your essential functions are clearly defined based on the severity of a disruption



Creating Essential Functions in Bold Planning

- Essential Functions are broken up into three tiers. For these time periods, think about how long you have after a disruption before you **MUST** perform a function.
 - Functions to be performed, given a ONE DAY disruption (highest to lowest priority)
 - Functions to be performed, given a ONE DAY – ONE WEEK disruption (highest to Lowest Priority)
 - Functions to be performed, given a ONE WEEK – ONE MONTH disruption (highest to lowest priority)
 - It is also encouraged, if your department has needs that require more tiers, for you to create additional tiers to meet your department's operational needs.
- Each level of function should build upon the last, so you do not need to put the same information in one “day – one week” that you put in the “one day” disruption category.
- To add a new function, simply click on “Add New Function”. Within this tab you will:
 - Write in what the essential function is;
 - Denote what tier this function will go into;
 - Choose which organizational unit the essential function is a part of;
 - Determine if it is a Primary Mission Essential Function (PMEF)
 - These are functions that are required to be completed by law, ordinance, directive, executive order, critical health, and/or life safety
 - If something is determined to be a PMEF, in the essential function field, explain the justification as to why it is a PMEF.
 - Link People to the essential function – This is where interdependencies come into play. You want to show which people pertain to which essential function. If you don't see the people you need for the essential function, go into your contacts list and add/import them. You can also free text in the bottom box if a more general group of people can perform the function.
 - Link Vital Record – This is very important because it states what you need to perform the essential function. Remember, what is common knowledge for you might not be common knowledge for the person reading your COOP.
- After you complete all your essential functions, go to “Reports” and under the “Essential Functions” annex, click on the excel spreadsheet report. Look under personnel, if you have essential functions that only have 1 or 2 personnel under them, you may want to expand your “Orders of Succession” to allow other people to conduct that job. You could also expand your “Delegation of Authority” so that the essential personnel can spread out their jobs to other people if they are unable to perform their duties when the COOP is activated.

Example of Bold Planning Essential Functions Tab



University of Colorado
Houlder | Colorado Springs | Denver | Anschutz Medical Campus

Essential Functions
CU Denver - Anschutz Police Department - (COOP)

[Main Menu](#)
[General Info](#)
[Contacts](#)
[Manage Your Plan »](#)
[File Archive](#)
[Reports](#)

Essential Functions

[Add New Tier](#) [Add New Function](#)

Tier 1 - Functions to be performed, given a *One Day* disruption. (Highest priority to lowest)

Priority	Function
#1	Maintain or reestablish Police Department Communications (radio, phone, Internet)
#2	Police response to high priority calls (emergencies)
#3	Maintain or reestablish ability to monitor and respond to critical and high value alarms
#4	Maintain or reestablish ability to provide emergency notifications/ timely warnings/instructions to campus in conjunction with Public Information Officer
#5	Notifications to University Crisis Leadership Team, public safety partners etc. as appropriate
#6	Activate University Emergency Operations Center and coordinate activation of Emergency Response Team if needed
#7	Response to malfunctioning card readers, cameras, and related access issues
#8	Security Badging Office ability to address access badge issues
#9	Alternate site for Police Department servers if Pharmacy building impacted

Tier 2 - Functions to be performed, given a *One Day - One Week* disruption. (Highest priority to lowest)

Priority	Function
#1	All one day (Tier 1) functions
#2	Implement a critical staffing plan
#3	Identify alternate transportation options for Patrol operations (e.g. golf carts, patrol bikes, etc.)
#4	Account for employees and their ability to respond to campus
#5	Develop/implement alternate time-keeping methods if needed
#6	Distribute forms and materials for report and evidence collection, if electronic system unavailable (E.g. ARMS, BEAST, etc.)
#7	Relocate to alternate locations if needed (to include working from home or other remote site)
#8	Develop alternate method for evaluating and delivering documents to courts and/or District Attorney
#9	Procure (buy, rent, borrow) replacement equipment, tools, parts, vehicles, fuel for patrol cars, etc. if needed
#10	Secure storage for confidential records and evidence and document chain of custody (alternate site if PD building not available)
#11	Coordinate University Emergency Operations Center operations if needed (to include external resources such as Red Cross, Aurora Fire Department, Aurora Police Department, etc.)
#12	Communicate operation changes, service locations, Police Department contact info, etc. to campus community, public safety partners, general public etc.
#13	Facilitate alternate camera access for critical University Departments (e.g., Environmental Health and Safety)

Tier 3 - Functions to be performed, given a *One Week - One Month* disruption. (Highest priority to lowest)

Priority	Function
#1	All one day (Tier 1) and one week (Tier 2) functions
#2	Develop alternate methods for Communications Center monitoring of cameras and radiation detection systems (need to establish arrangements with University of Colorado Health Security and/or Aurora Police Department)
#3	Review and revise critical staffing plan as needed
#4	Continue to coordinate University Emergency Operations Center operations if needed. Consider request for Incident Management Team
#5	Develop alternative method to receive mail (including subpoenas)
#6	Process requests for records
#7	Process payments to vendors
#8	Initiate/continue human resource processes
#9	Alternate method for body camera data download and charging



Vital Records

- Vital Records represents the “What” of your COOP
 - Vital Records are what things you use to conduct your day-to-day operations
- The important items your organization relies upon to complete its essential functions
 - Software/Systems, spreadsheets, databases, specialized programs
- Vital Records are not just electronic documents; they could also include maps, manuals, official stamps/seals, printed materials
- Is there software, databases, or other systems within your department that is not readily available outside of your department?
- If your custom software/database goes down, do you have a backup data center/server?
 - How long do you think you could maintain your operation with just pen and paper?
- Try to be as specific and thorough as possible with your Vital Records. They will be attached to your essential functions so you know what Vital Records you need to continue performing your essential functions.
- Where do you keep each back-up of your Vital Records and who has access to them? (If you find that you do not have a back-up process for a Vital Records, you should start a process.
 - How often is each Vital Record backed up? Is this a manual process or automated?
 - Who is responsible for backing up and maintaining each Vital Record; what is their email and phone number? The more thorough your contacts tab is, the easier this will be.
- How to use the Vital Record Tab
 - When you click on the Vital Record, you can say what type of Vital Record it is
 - You can then explain what it is and how it is used within your organization
 - The next box says who is responsible for it and how it is maintained
 - You can then set the primary and back up locations (this comes from your facilities tab). How is it backed up (Hardcopy? In the cloud?)
 - Update your vital records once a year. It is recommended that you update every 6 months but a minimum of 1/year.
 - If you add in a new Vital Record and you want your organization to have access to that Vital Record, you can put the Vital Record into the **Master Data Area** and everybody within your Master Data area will have access to it.


Before you enter in a new vital record, go to *IMPORT VITAL RECORDS* that way you will not duplicate vital records.

Before backporting a vital record to the Master Data Area, consult the admin for the Master Data Area to make sure that is appropriate.

Example of Bold Planning Vital Records Tab

www.ContinuityCU.com x +
cu.boldplanning.com

Flash Player will no longer be supported after December 2020. [Turn off](#) [Learn more](#) x

 **University of Colorado**
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Vital Records / Resources
CU Denver - Anschutz Office of Information Technology - (COOP)

Welcome, Paul MacFarland.
Your username is paul.macfarland@cuanschutz.edu.
Your access level is Plus Administrator
[My Account](#) - [User Manager](#)

Main Menu General Info Contacts Manage Your Plan File Archive Reports Messages Administration Logout

Vital Records / Resources

[Add New Vital Record](#) [Import Vital Records](#) [Backup Vital Records](#)

Search / Filters:

Priority	Vital Record / Vital Resource	Description of Vital Record / Vital Resource	Details
#1	KeePass Password locker	This is a secure store for passwords for system user accounts running software services. Department responsible: Enterprise Services (ES)	Edit/View
#2	CMS Build Out Source Code	This is the TFS source code repository for Sitefinity	Edit/View
#3	Public Web Source Code	This is the TFS source code repository for the Public Web, SharePoint 2010	Edit/View
#4	SharePoint 2010 Solutions	These are additional solutions that need to be installed into our SharePoint environments to compete a full restore.	Edit/View
#5	SearchBlox Configuration Documents	DS Configuration Documentation for SearchBlox search tool server farm	Edit/View
#6	SharePoint 2010 Configuration Documents	DS Configuration Documentation for SharePoint 2010 server farm Team: Enterprise Services (ES)	Edit/View
#7	SharePoint 2013 Catalyst Configuration Documents	DS Configuration Documentation for SharePoint 2013 server farm Team: Enterprise Services (ES)	Edit/View
#8	Sitefinity Configuration Documents	DS Configuration Documentation for Sitefinity web server and db environments Team: Enterprise Services (ES)	Edit/View
#9	SQL Server Configuration Documents	DS Configuration Documentation for all SQL Server environments supporting web services applications. Includes failover cluster documentation Team Responsible: Enterprise Services (ES)	Edit/View
#10	Tableau Configuration Documents	DS Configuration Documentation for Tableau servers Team: Enterprise Services (ES)	Edit/View
#11	Server inventories	DS Configuration Documentation of all supported physical and virtual servers Team: Enterprise Services (ES)	Edit/View
#12	Tools and Utilities documentation	DS Documentation on supplemental scrips and utilities used by operations team Team: Enterprise Services (ES)	Edit/View
#13	Server Detailed Use List	DS Documentation on type of server and what it is being used for. Team: Enterprise Services (ES)	Edit/View
#14	Environment Diagrams	DS Documentation of server farm diagrams of all farms supported by web services Team: Enterprise Services (ES)	Edit/View

Version: 19.04.89 Copyright © 2004 - 2020, BOLDplanning, Inc., All rights reserved. [Privacy Policy](#) [Terms of Use](#)

Type here to search

1:26 PM 7/2/2020



Drive Away/Go Kits

- Drive Away or “Go” kits are also commonly referred to as “Relocation” kits. The basic concept of these is a box of essential items pre-packed by your organization that will be used to establish recovery operations if you relocate to an alternate facility. If prepared correctly, a Drive Away/Go Kit will assist your organization in recovering and maintaining the most critical operations during the first few days following a continuity event.

Types of Drive Away/Go Kits

- **On-Site Kits** – These types of kits would be left in the office by an exit or a spot that is easily accessible. This however is not a recommended method if possible because it relies on variables including the event occurring during work hours and somebody remembering to take it while evacuating. Also, if costly items are in the kit, it may be stolen, or never used.
- **Off-Site Kits** – This method is just like above except you have the advantage of not needing to be at the office or building when the event occurs to access the kit. These kits can typically be stored in an auxiliary facility, the manager’s home or the trunk of their car. The disadvantage to this is that there may still be costly items that may never be used.
- **Electronic Kit** – This kit is either on your Bold software or a USB, zip disk or external hard drive that contains important files, phone numbers, legal contracts, forms, operating procedures, manuals, databases or other valuable electronic resources. This is the most efficient and least costly kit to create. It is recommended that you update this kit quarterly to make sure everything is up to date. Also, if sensitive documents are on any type of drive, you may want to encrypt it to limit access to it.


Questions to Ask Yourself

- What types of items would your department need to operate at an alternate facility?
- If you had 5 minutes to safely walk through your facility and gather essential items, knowing that you would be gone for a week or two, what would you take? This is what belongs in a Drive Away/Go Kit.
- Do you only need one kit for your entire department or should different individuals have their own kits? If this is the case, you will need to train/exercise on individual’s protocol for these kits.

Steps to Review and Update Drive Away/Go Kits


- Go to “Drive Away / Go Kit” – List the items contained within your kit. Within the “Reports” section of the system, the Drive Away/Go Kit information you develop will be used to create a report and checklist of items maintained in your kit.
- It is preferred that Drive Away / Go Kits are checked every 6 months. However, they need to be checked at a minimum of once a year to make sure everything is up-to-date and so older materials can be switched out.

Example of Bold Planning Drive-Away Kit Tab


 University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Drive-Away Kits
CU Denver - Anschutz Police Department - (COOP)

[Main Menu](#)
[General Info](#)
[Contacts](#)
[Manage Your Plan »](#)
[File Archive](#)

Drive-Away Kits


+
 -
 Add Kit

Administrator Drive Away Kit

Category	Quantity	Description
Communication	0	Cell Phone - Business and Personal
Communication	0	Radio
Communication	0	Television
Equipment	0	Laptop Computer
Forms	0	Contact Numbers for Consulting Physicians
Forms	0	Contact Numbers for Legal Staff
Forms	0	Contact Numbers for State and County EOC's
Forms	0	List of Employee Phone Numbers
Forms	0	List of Headquarters Personnel Phone Numbers
Supplies	0	Copy of COOP Plan
Supplies	0	Copy of Emergency Operations Plan
Supplies	0	Office Supplies

Budget/Accounting Drive Away Kit

Category	Quantity	Description
Forms	0	Building Plans/Specs
Forms	0	Copies of Contracts/Agreements
Forms	0	Property Inventory Listing
Forms	0	Purchasing Manual
Forms	0	Safety Manual
Supplies	0	Calculator
Supplies	0	Legal Pads
Supplies	0	Letter Size Folders and Expandable Files
Supplies	0	Pens and Pencils/Pencil Sharpener



Testing Training & Exercises (TT&E)

- Creating the plan is only half the battle. You need to maintain the plan.
- Once you have completed your plan, PLEASE do not just shelf it.
- TT&E is one of the most important parts of your plan.
 - It helps you to organize, identify and fill critical gaps in your COOP
 - It keeps your staff aware of plan content
 - Ensures staff know their roles and responsibilities, and how they play into the big picture of resiliency.
 - Discuss your plan at staff meetings, talk through a scenario
 - Conduct tabletop exercises (Emergency Management can help with this)
 - Challenge what is in your plan to make sure it is hardened
 - Think in terms of the “fluke” something that you don’t think could ever happen to your department, can your COOP still hold up?
- Test your plan
 - Unannounced relocation drills
 - 1 hour of no access to their office
 - Test how quickly you can activate your COOP
 - Do a 1 day “off-site”. Can your whole department work from home?
 - Check productivity
 - Trying these during regular operations will help when you have to activate your COOP
- Exercise
 - Do not stifle people’s creative ideas or impulses
- Tabletop Exercises
 - Always have a facilitator (Emergency Management can help with this)
 - Discussion based scenario
 - Keep these low stress. Everybody is there to learn and improve
 - Should include an open dialogue about roles and responsibilities
 - Have a short-term disruption scenario followed by a long-term disruption scenario
- Functional Exercise
 - Hands-On and operationally based
 - Mildly more stressful. The attempt is to simulate and actual operational scenario
 - Usually one or two scenarios
- Full-Scale
 - Hands-On
 - The closest thing you can get to without anything actually getting disrupted or people getting hurt
 - High-Intensity
 - This is a very large production
 - Real-time operations movement of personnel and resources
 - Costly to mobilize a full scale exercise with different assets
 - Most valuable for validating operation plans
- After any level of training exercise, document lessons learned and edit your COOP accordingly.
- Master-Level TT&E events appear in sub plans, but can’t be edited. There is no “backport” feature.

Training is not a one-time thing... it’s an ongoing process