RESOLUTION NO. 6-17

A RESOLUTION OF THE TOWN OF BERTHOUD ADOPTING EMERGENCY MANAGEMENT PROTOCOLS AND PLANS

WHEREAS, The Board of Trustees of the Town of Berthoud desire to have in place clear plans and protocols for Continuity of Operations for the Town in the event of Emergency: and

WHEREAS, The Town has developed a comprehensive plan to address the foregoing areas and submitted them to the Town Board of Trustees for Review; and

WHEREAS, The Board of Trustees has reviewed and supported the written plans and policies, and desires to adopt them as the Formal Continuity of Operations Plan of the Town of Berthoud;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF BERTHOUD, COLORADO AS FOLLOWS:

1. The attached Continuity of Operations Plan ("COOP") is hereby approved and adopted as the formal plan and protocol of the Town of Berthoud for Continuity of Operations in emergency and disaster situations, and while in effect shall be deemed to supersede any inconsistent provision of the Berthoud Municipal Code;

2. Town Staff is directed to take all actions required to facilitate the implementation of the attached plans by supplying appropriate copies and notification materials to all participating agencies and personnel.

PASSED, ADOPTED AND APPROVED THIS 2ᵗʰ **day of May, 2017.**

TOWN OF BERTHOUD

BY: _____
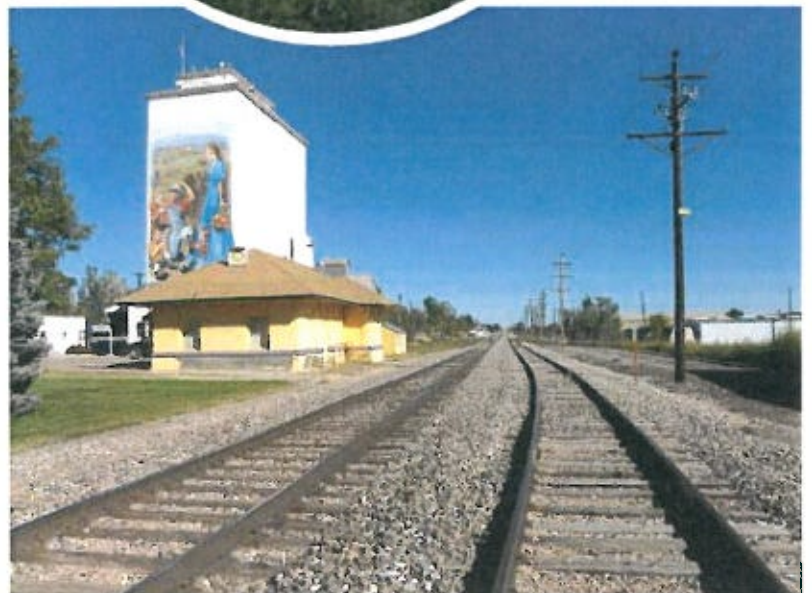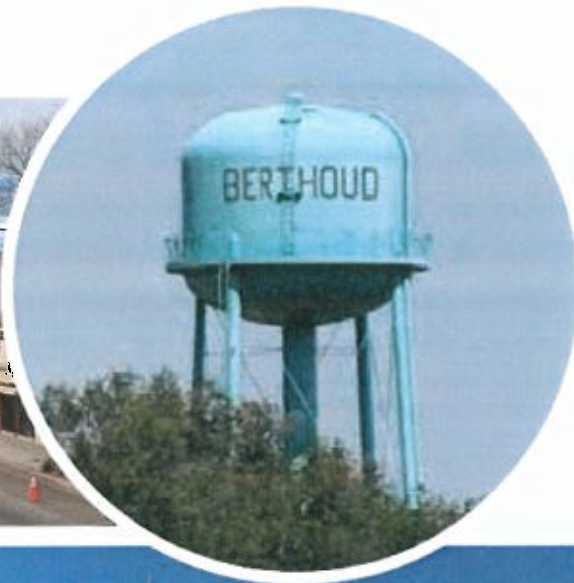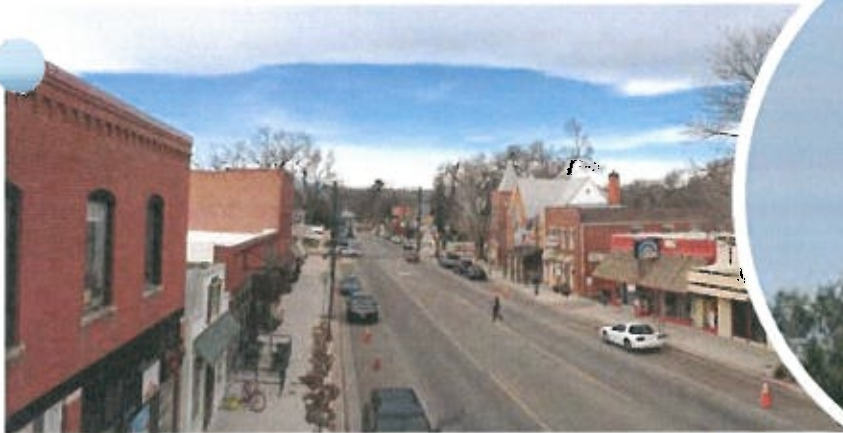Steve Mulvihill, Mayor

ATTEST:

_____
Tamiko Brewster, Deputy Town Clerk

Town of Berthoud Continunity of Operations (COOP) Plan

March 2017

Michael Baker
INTERNATIONAL

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PART 1: BASIC PLAN

I. PROMULGATION STATEMENT

Continuity planning is simply this: the good practice of ensuring the execution of essential functions throughout all circumstances. Today's threat environment and the potential for no-notice emergencies, including localized acts of nature, accidents, technological emergencies and terrorist attack related incidents, have increased the need for robust continuity capabilities and planning that enables the Town of Berthoud to continue their essential functions across a broad spectrum of emergencies.

The town must ensure its vital services and operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Town's Continuity Plan and programs to ensure it is capable of conducting its essential missions and functions under all threats and conditions.

It is essential that a Continuity Plan is not confused with an Emergency Operations Plan (EOP) or other plans. They are distinctly different plans with varying purposes. For example, and EOP is developed for coordinating a response to specific types of all-hazard incidents, e.g. tornado, train derailment, hazardous material incident, etc. The responses driven by an EOP are tactical in nature, in that the majority of the incidents will last a very short period of time and are brought under control rather quickly. The EOP also takes into considerations actions such as emergency sheltering and food provisions. Ultimately an EOP that supports emergency response is designed to save lives and minimize property damage. The Larimer County Office of Emergency Management is charged with implementing the EOP and directing emergency actions within the Town of Berthoud.

The Town of Berthoud's Continuity Plan on the other hand addresses the aftermath of a critical incident and ensures the town is in a position to continue to operate and provide vital services and essential functions for its residents and visitors and cannot be interrupted for more than 12 hours by an emergency or disaster. *This Continuity Plan is implemented after and emergency operations are completed.* When a continuity plan is implemented, it may be working from a continuity (alternate) facility since the primary facility could be damaged and last up to 30 days or more. In addition, essential functions are also those activities that allows the town to perform its vital services such as water wastewater, payroll, etc. and continue operations until normal business activities can resume at the primary facility or other location.

This plan is developed in accordance with guidance in the *National Continuity Policy Implementation Plan*; Continuity Guidance Circular 1 (CGC 1), *Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions)*, dated July 2013; Continuity Guidance Circular 2 (CGC 2), and *Continuity Guidance for Non-Federal Governments*, dated September 2013.

Michael Hart
Town Administrator

II. ANNUAL REVIEW

On an annual basis, key personnel should review the Continuity Plan, components, and supporting elements, and makes any required updates or changes.

Table 1. Annual Review Table

Element Reviewed	Date of Last Review	Individuals Conducting Review
Continuity Plan		
Essential Functions		
Continuity Facilities' Suitability and Functionality		
Continuity Facilities' MOA/MOU		
Continuity Communications' ability to support Essential Functions		

III. RECORD OF CHANGES

Planners will track and record the changes using a record of changes table when changes are made to the Continuity Plan outside the official cycle of plan review, coordination, and update. The following table will track plan changes.

Table 2. Record of Changes

Change Number	Section	Date of Change	Individual Making Change	Description of Change

IV. RECORD OF DISTRIBUTION

The record of distribution will be used to verify that tasked town individuals have acknowledged their receipt, review, and/or acceptance of the plan. The following table is the record of distribution.

Table 3. Record of Distribution

Date of Delivery	Number of Copies Delivered	Method of Delivery	Name, Title, and Organization of Receiver
	1	Electronic	Larimer County Office of Emergency Management
	1	Electronic	Justin Whitesell - LCSO Emergency Operations Manager
	1	Electronic/Hard Copy	Town Administrator

V. PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS

Purpose

The Town of Berthoud Departments essential function is to provide vital services to its Town residents and visitors. There are also activities that must be accomplished in support of this critical function. To accomplish this mission, Town Departments must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Town of Berthoud's Continuity Plan and programs to ensure it is capable of conducting its essential functions under all threats and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the town's department personnel and facilities.

Scope

This Continuity Plan applies to the functions, operations, and resources necessary to ensure the continuation of the town's essential functions in the event its normal operations at the Town Hall, Filter Plant, or other critical facilities are disrupted or threatened with disruption. Town department staff must be familiar with continuity policies and procedures and their respective continuity roles and responsibilities. This document helps ensure the town is capable of conducting its essential missions and functions under all threats and conditions, with or without warning.

Situation Overview

Continuity Planning should be based on the assumption that town departments will not receive warning of an impending emergency. As a result, a risk assessment is essential to continuity planning. The Town's Risk Assessment is found in Annex I of this plan. This risk assessment addresses the following:

Identification of all hazards

- A vulnerability assessment to determine the effects of all hazards
- A cost-benefit analysis of implementing risk mitigation, prevention, or control measures
- A formal analysis by management of acceptable risk
- Sufficient distance between primary and continuity facility location or threatened area and other facilities or locations that have potential sources of disruptions or threats

Planning Assumptions

- An emergency condition may require the relocation of the Town's Emergency Relocation Group (ERG) to the predetermined continuity facility(s)
- A sufficient number of trained employees will be available to relocate and continue performing essential functions
- The continuity facility will support the ERG and the continuation of essential functions by available communications and information systems within 12 hours from the time the Continuity Plan is activated, for potentially up to a 30-day period or until normal operations can be resumed
- The town will strive to conduct essential functions under all threats and conditions, with or without warning

Objectives

The Town of Berthoud's Continuity Objectives are listed below:

1. Ensuring that the town can perform its essential functions under all conditions
2. Reducing the loss of life and minimizing property damage and loss
3. Executing a successful order of succession with accompanying authorities in the event a disruption renders the department's leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities
4. Reducing or mitigating disruptions to operations
5. Ensuring there are facilities from where organizations can perform essential functions
6. Protecting personnel, facilities, equipment, records, and other assets critical to the performance of essential functions in the event of a disruption
7. Achieving the department's timely and orderly recovery and reconstitution from an emergency
8. Ensuring and validating continuity readiness through a dynamic and integrated continuity Test, Training, and Exercise (TT&E) program and operational capability

Security and Privacy Statement

This document is For Official Use Only. Portions of the Plan contain information that raises personal privacy or other concerns. It is to be controlled, stored, handled, transmitted, distributed, and disposed of properly and is not to be released without prior approval of the Town Administrator to the public or other personnel who do not have a valid "need to know". Distribution of the Continuity Plan in whole or part is limited to those personnel who need to know the information in order to successfully implement the plan.

The Town Administrator will distribute copies of the Continuity Plan on a need to know basis whether via hard copy or electronic copy or posting on internal websites. In addition, copies of the Plan will be distributed to other organizations as necessary to promote information sharing and facilitate a coordinated inter-organization continuity effort.

VI. CONCEPT OF OPERATIONS

The Continuity Plan is implemented in four phases:

- **Phase I: Readiness and Preparedness** – the preparedness actions taken by the city to respond to an incident that requires activation of the COOP plan. This ensures that continuity personnel can fulfill their COOP Responsibilities.
- **Phase II: Activation and Relocation** – the first 12-hours from the time the plan is activated by the City Manager and includes transferring essential functions to the continuity facility. An emergency condition may require personnel to relocate to predetermined continuity facility(s). Functionally, this would include personnel not assigned to Emergency Operations Center (EOC) if activated. These personnel who are relocated under this plan are collectively known as the Emergency Relocation Group (ERG) who may need to operate from an alternate facility. Upon arrival, they will establish an operational capability and perform essential functions within 12 hours from the time of the activation of the COOP, for up to a 30-day period or until normal operations can be resumed.
- **Phase III: Continuity of Operations** – the activation of the COOP Plan and performance of essential functions until emergency operations are terminated.
- **Phase IV: Reconstitution** – after the emergency ceases and is unlikely to resume, city departments resume normal operations at its primary facility or other designated operating facilities.

The Continuity Plan is implemented in four phases as depicted in Figure 1 below:

Figure 1. Phases of Continuity of Operations

7
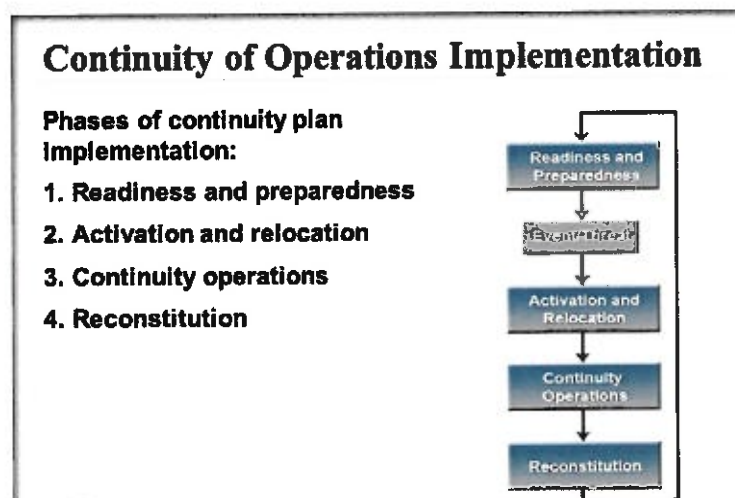
Phase I: Readiness and Preparedness

Key Town Department Personnel will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment. The readiness activities are divided into two key areas:

- <u>Organization</u> readiness and preparedness
- <u>Staff</u> readiness and preparedness

Organization Readiness and Preparedness
This involves the preparedness actions taken by the town departments to respond to an incident that requires activation of the COOP plan.

Staff Readiness and Preparedness
Department personnel will prepare for a continuity event and plan in advance for what to do in an emergency. Personnel will also develop a Family Support Plan to increase personal and family preparedness. The www.ready.gov website provides guidance for developing a Family Support Plan and includes a "Get Ready Now" pamphlet that explains the importance of planning and provides a template that can be tailored to meet family-specific planning requirements. Providing for the safety of responder's family/friends/pets is paramount for town continuity personnel to continue to provide service during times of crisis. Ensuring that their loved ones are secure, the town is more likely going to be able to depend on employees to maintain their work schedule or even an increased work load.

In addition, the town should conduct the following continuity readiness and preparedness activities: Orientation training, brown bags or working lunch informational sessions, and senior management addresses to the organization regarding continuity, family preparedness, etc.

The following table identifies Personnel Readiness and Preparedness Requirements for Phase I:

Table 4. Personnel Readiness and Preparedness Requirements

Personnel Group	Responsibilities
Town Leadership	• Identify and document essential functions. • Appoint COOP POCs for each Town Department responsible for assisting in the maintenance and implementation of Continuity Plan. • Ensure the plan addresses unique requirements and procedures. • Select Emergency Relocation Group (ERG) Personnel based on area of expertise and experience with performing or supporting Essential functions and the ability to rapidly deploy. • Ensure all Key Department Personnel understand the Continuity Plan and are equipped and trained to perform their duties. • Establish and maintain written orders of succession. • Delegate authorities for making policy determinations. • Participate in COOP trainings, tests, and exercises (TT &E) activities. • Ensure emergency contact information for all Key Town Department Personnel is maintained and periodically validated. • Conduct periodic tests of telephone and e-mail emergency notification lists and maintain records of the results.
Emergency Relocation Group/Supervisors	• Be familiar with the Continuity Plan and specific roles and responsibilities in performing or supporting essential functions. • Understand the essential functions to be performed during a COOP activation and how they will be performed at the continuity site. • Identify personal and professional materials required to implement their assigned COOP roles. • Prepare and maintain a Personal and Business Drive-Away Kit, and Family Preparedness Plan. • Participate in COOP TT &E activities. Provide and regularly updated emergency contact information for Supervisors and the Town Administrator. They will be reachable 24-hours per day, 7-days per week in the event of a COOP activation with or without notice, unless otherwise directed/authorized by their supervisor.
Other Town Department Personnel	• Be familiar with the Continuity Plan. • Understand roles and responsibilities under the Continuity Plan. • Participate in COOP TT&E activities, when required.

Phase II: Activation

To ensure the ability to attain operational capability at continuity facilities and with minimal disruption to operations, Key Department Personnel will execute the activation process as described in the following sections.

Decision Process Matrix

Based on the type and severity of the emergency situation, the Continuity Plan may be activated by one of the following methods:

(1) The Town Administrator or a designated successor, may initiate the Continuity Plan activation for the entire town departments, based on an emergency or threat directed at the organization.

(2) The Town Mayor, Mayor Pro Tem, or Trustees may recommend continuity activation.

(3) Continuity Plan activation is a scenario-driven process that allow flexible and scalable responses to the full spectrum of all-hazards/threats that could disrupt operations with or without warning and during work or non-work hours. Continuity Plan activation will not be required for all emergencies or disruptions, since other actions may be more appropriate.

The decision to activate the continuity plan and related actions will be tailored for the situation and based on projected or actual impact and whether or not there is warning. To support the decision-making process regarding plan activation, The Town Administrator in consultation with the Town Mayor, Mayor Pro Tem, or Trustees will use the decision matrix below to support that process.

Table 5. Decision Matrix for Continuity Plan Implementations

	Work Hours	Non-Work Hours
Event With Warning	• Is the threat aimed at the Town Hall or other critical facilities in the surrounding area? • Is the threat aimed at personnel? • Are staff unsafe remaining in the facility and/or area?	• Is the threat aimed at the facility or surrounding area? • Is the threat aimed at department personnel? • Who should be notified of the threat? • Is it safe for staff to return to work the next day?
Event Without Warning	• Is the Town Hall or other critical facilities affected? • Are personnel affected? Have personnel safely evacuated or are they sheltering-in-place? • What are the instructions from other first responders such as Larimer County Sheriff's Office? • How soon must key town departments be operational?	• Is the Town Hall or other critical facilities affected? • What are the instructions from other first responders such as Larimer County Sheriff's Office? • How soon must key town departments be operational?

Continuity Plan activation example scenarios are found in the following table.

Table 6. Continuity Plan Activation Scenarios

Scenario	Potential Impact	Recommendations
1	**Example:** Small or moderate flooding at the Town Hall. **Event/Impact:** Disruption lasting slightly longer than 12 hours, with minor impact on essential functions.	Continuity Plan activation may be required depending on functions impacted.
2	**Example:** Rail Car Derailment with an Explosion with contamination of the Town Hall; major fire or flooding. **Event/Impact:** Disruption to the Primary facility lasting longer than 15 days, with loss of some staff.	Continuity Plan activation. May require activation of orders of succession for some key personnel.
3	**Example: Improvise Explosive device or** Weapons of Mass Destruction. **Event/Impact:** Catastrophic event rendering the Town Hall and other critical facilities including loss of contact with a significant portion of essential personnel.	Continuity Plan activation. Situation may require Devolution of Operations.

Figure 2. Town Continuity Plan Activation Decision-Making Process

Event

Town Administrator Monitors Event

Activate COOP Plan?

No

Event Concluded?

Yes

Deploy to Alternate Facility

Yes

Resume Normal Operations

Process Complete

Reconstitute and Transfer MEFs to Primary Location

Prepare Alternate Facility

Maintain COOP until Normal Operations can be Resumed
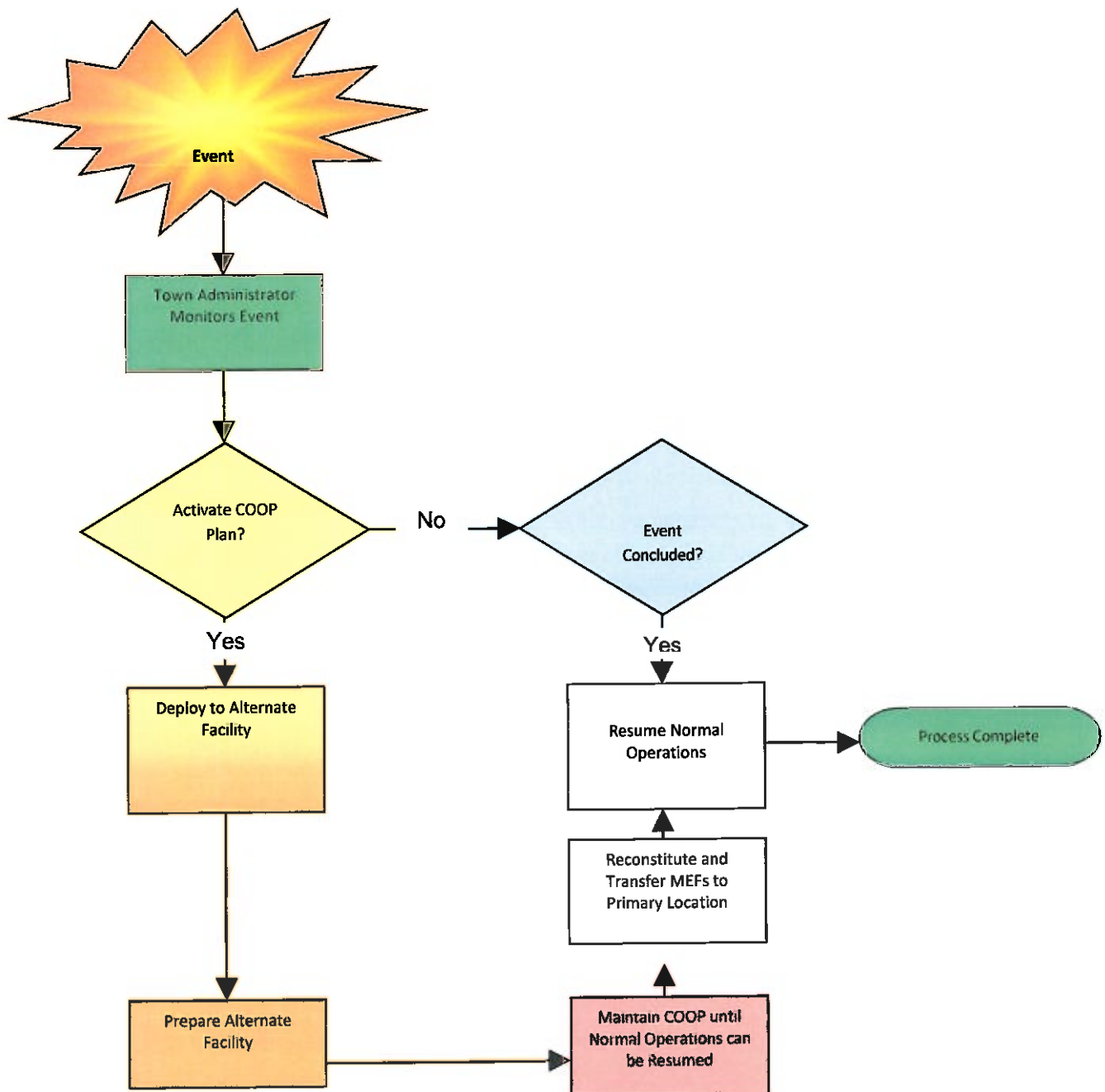
As the decision authority, the Town Administrator will be kept informed of the threat environment using all available means, including but not limited to the Larimer County Sheriff's Office Communications Center and news media. The Town Administrator will evaluate all available information relating to:

(1) Direction and guidance from higher authorities
(2) The health and safety of The Town   personnel
(3) The ability to execute essential functions
(4) Changes in threat advisories
(5) The potential or actual effects on communications systems, information systems, facilities, and other vital equipment
(6) The expected duration of the emergency situation

Alert and Notification Procedures

Before an event, the Town Administrator will monitor advisory information from the Larimer County Sheriff's Office Communications Center. In the event normal operations are interrupted or an incident appears to be imminent, key department personnel will take the following steps to communicate their operating status:

(1) The Town Administrator will initiate an emergency notification roster which is an important component of the Continuity Plan in order to reach key personnel after hours to notify them of a problem. For an emergency notification roster to be successful, employee contact information must be up-to-date and individuals on the tree should supply multiple contact options. The roster uses technologies such as landline phone, handheld radios, email, and cell phone. Emergency personnel will also notify family members, next of kin, and/or emergency contacts of Continuity Plan activation.

(2) The Town Administrator or designated successor will notify the mayor and trustees of the emergency requiring Continuity Plan activation

(3) The Town Administrator or designated successor will notify the mayor and trustees which can provide any financial support and coordination for Intergovernmental agreements (IGAs) and Memoranda of Understanding (MOUs) particularly for use of alternate continuity facilities

Upon the decision to activate the Continuity Plan, the Town Administrator will notify key department personnel, as well as affected and interdependent entities with information regarding continuity activation status, operational and communications status, and the anticipated duration of relocation. These entities include:

- Continuity facilities and on-site support teams with information regarding continuity activation, relocation status, and the anticipated duration of relocation
- All town employees with instructions and guidance regarding the continuity activation
- The Mayor and Trustees
- Larimer County Sheriff's Office

Relocation Process

Once the Continuity Plan is activated and personnel are notified, the town will relocate continuity personnel and Essential Records to the continuity facility (ies) if necessary. The continuity personnel will deploy/relocate to the continuity facility (ies) to perform their assigned essential functions and other continuity-related tasks. Key personnel who are relocated under this plan are collectively known as the Emergency Relocation Group (ERG) who may need to operate from a continuity (alternate) facility. Upon arrival, continuity personnel will establish an operational capability and perform essential functions within 12 hours from the time of the activation of the Continuity Plan, for up to a 30-day period or until normal operations can be resumed

Emergency procedures with or without a warning will be implemented as follows:

- Continuity personnel will depart to the designated continuity facility from the primary operating facility (Town Hall or other critical facilities).
- Non-continuity personnel present at the primary operating facility or another location will receive instructions from their respective department head. In most scenarios, non-continuity personnel will be directed to proceed to their homes or other town facilities to wait for further guidance.
- At the time of notification, if available, information will be provided regarding safety precautions and routes to use when leaving the primary operating facility.

Non-continuity personnel may be required to replace or augment continuity personnel during activation. These activities will be coordinated by their respective department heads. Department Leadership may also direct the town's non-continuity personnel to relocate to continuity facility (ies) until further notice.

In the event of an activation of the Continuity Plan, the town may need to procure necessary personnel, equipment, and supplies that are not already in place for continuity operations if unavailable or destroyed at primary operating facilities. The Town Administrator or designated successor maintains the authority for emergency procurement as well as requesting mutual aid from Larimer County.

Procedures for Continuity Plan Activation and Mobilization by POC

The following quick reaction checklist covers operational tasks, duties, and responsibilities. This checklist provides memory joggers for those activating the Continuity Plan to assist/ensure the completion of critical tasks and is not necessarily in sequential order. This checklist does not supplant training, education, and experience.

Table 7. Activation Checklist

	TASK/ACTION Note: The steps listed below may be preceded by the Building Occupant Emergency Procedures if an emergency occurs prior to any Continuity Plan Activation	POC
1	Determine if the Continuity Plan should be implemented based on a **with warning** event: Natural disasters with warning requiring evacuation from the immediate area (e.g. Wild fire).	Town Administrator
2	Determine if the Continuity Plan should be implemented based on a **without warning** event: • The Primary facility is temporarily unavailable due to a situation rendering the facility inaccessible (e.g., fire). Natural disasters without warning requiring evacuation from the immediate area (e.g., tornado).	Town Administrator
3	Advise the Town Mayor and/or Trustees of appropriateness of COOP Activation	Town Administrator
4	Initiate/Activate Continuity Plan as necessary	Town Administrator
5	Initiate contact with each Town employees (Call Down Lists)	Town Clerk
6	Ensure signs are posted at the primary facility to inform employees of the Continuity Plan activation and to not enter primary facility	Town Clerk
7	Secure primary facility.	Town Clerk
8	Prepare internal messaging about Continuity Plan activation and advise the Mayor Pro Tem for media relations after approval by the Town Administrator	Town Clerk
9	Maintain a main point of contact for personnel accountability and whereabouts	Town Clerk
10	Retrieve backup tapes/files/records and transport to the continuity facility	Town Clerk
11	Deploy the ART to the continuity facility	Town Administrator
12	Initiate movement of ERG to the continuity facility	Town Administrator
13	Notify continuity facility property manager of the relocation situation	Director of Public Works

Phase III: Continuity Operations

Upon activation of the Continuity Plan, Department Personnel will continue to operate at its primary operating facility until ordered to cease operations by the Town Administrator or designated successor. At that time, essential functions will transfer to the continuity facility. The Town Administrator will ensure that the continuity plan can be operational within 12 hours of plan activation.

The advance readiness team will be first to arrive at the continuity facility to prepare the continuity site for the arrival of the continuity personnel. Upon arrival at the continuity facility, the advance team will:

- Ensure infrastructure systems, such as power and heating, ventilating, and air conditioning are functional
- Prepare check-in duty stations for ERG arrival
- Address telephone inquiries from ERG and non-ERG staff

Upon arrival at the continuity facility, the continuity personnel will:
- Report immediately to the Town Administrator for check-in and accountability
- Receive all applicable instructions and equipment
- Report to their respective work locations
- Retrieve pre-positioned information
- Monitor the status of personnel and resources
- Continue essential functions to provide vital services to residents and visitors
- Notify family members, next of kin, and emergency contacts of preferred contact methods and information

The Director of Public Works will serve as the Reconstitution Manager for all phases of the reconstitution process and monitor the status of repairs to the primary facility, e.g. Town Hall. During continuity operations, the Director of Public Works should determine the status of the primary operating facility affected by the event. Upon obtaining the status of the facility, The Director of Public Works will determine how much time is needed to repair the primary operating facility and/or acquire a new facility. This determination is made in conjunction with the Town Administrator, Mayor, and Trustees. Should leadership decide to repair the facility, the Director of Public Works has the responsibility of supervising the repair process and should notify the Town Administrator of the status of repairs, including estimates of when the repairs will be completed.

Procedures for Continuity Operations at the Continuity Facility

The following quick reaction checklist covers operational tasks, duties, and responsibilities. This checklist provides memory joggers for continuity of operations to assist/ensure the completion of critical tasks and is not necessarily in sequential order. This checklist does not supplant training, education, and experience.

Table 8. Continuity Support Operations Checklist

	TASK/ACTION	POC
Initial 12 Hours		
1	Ensure that the continuity facility is operational and prepare for the arrival of the ERG.	Town Clerk
2	Conduct disaster recovery at the continuity facility to ensure that data is transferred to the continuity facility server or retrieved from the "cloud"	Town Clerk
3	Conduct system tests to ensure all system tools/programs are available and functioning properly	Town Clerk
4	Report operational status top the Mayor and Trustees	Town Administrator
12 Hours to 30 Days (if required)		
5	Monitor the need to lift the overtime cap	Admin-Accounting
6	Ensure employees are getting paid	Admin-Accounting
7	Monitor the status of personnel and resources	Town Administrator
8	Ensure non-essential personnel are safely working	Finance Director/HR
9	Ensure all databases are accessible and information is kept current on redundant server	Town Clerk
10	Monitor the network for connectivity and database, and perform computer server monitoring	Town Clerk
11	Monitor the status of repairs to the primary operating facility	Director of Public Works

Vital Files, Records, and Databases

The town's vital files, records, and databases include sensitive data to reconstitute normal operations after an emergency ceases. Vital files, records, and databases identified by the Town Administrative-Accounting and are summarized in Table 14. The identification, protection, and ready availability of personnel vital records, databases, and hardcopy documents needed to support essential functions at continuity facilities under the full spectrum of emergencies are critical elements of a successful the Town Continuity Plan.

Phase IV: Reconstitution Operations

Reconstitution is the process by which personnel resume (transition back to) normal operations from the alternate facility back to the primary operating facility. Reconstitution will commence after the Town Administrator or other authorized person ascertains coordinates with the Larimer County Office of Emergency Management that the emergency situation has ended and is unlikely to reoccur.

Once the Town Administrator has made the decision to reconstitute, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the continuity facility
- Reconstitute the Town Hall and/or other critical facilities and begin an orderly return

- Begin to establish reconstituted departments in another facility or at another designated location

Before relocating to the primary operating facility or another facility, the Director of Public Works will conduct appropriate security, safety, and health assessments to determine building suitability. In addition, the Town Administrative-Accounting Member will verify that all systems, communications, and other required capabilities are available and operational and that the town departments are fully capable of accomplishing all essential functions and operations at the new or restored primary operating facility.

The Town Administrator or designated successor will keep the Mayor and Trustees informed of the situation which can provide any financial support and coordination for Intergovernmental agreements (IGAs) and Memoranda of Understanding (MOUs) particularly for use of alternate continuity facilities.

Upon a decision by the Town Administrator or other authorized person that the primary operating facility can be reoccupied or that town departments will be reestablished in a different facility:

- The Town Administrator should notify the Mayor and Trustees and other applicable operations centers, e.g. Larimer County Office of Emergency Management with information regarding continuity activation status, the continuity facility, operational and communication status, and anticipated duration of relocation.

- The Town Clerk will notify all internal personnel that the emergency or threat of emergency has passed and actions required of personnel in the reconstitution process using the personnel contact rosters

- The Town Administrator will coordinate with the Mayor, Trustees, the Building Department or other applicable facility management group to obtain office space for reconstitution, if the primary operating facility is uninhabitable.

Upon verification that the required capabilities are available and operational and that town departments are fully capable of accomplishing all essential functions and operations at the new or restored facility, the Town Administrator will begin supervising a return of personnel, equipment, and documents to the primary operating facility or a move to a temporary or new permanent primary operating facility.

Town Continuity Personnel will continue to operate at its continuity facility until ordered to cease operations by the Town Administrator. At that time, essential functions will transfer to the primary operating facility.

The Town Administrative-Accounting Member will identify any records affected by the incident and will effectively transition or recover Essential Records and databases, as well as other records that had not been designated as Essential Records.

The Town Administrator will conduct an After Action Review (AAR) with department continuity personnel once back in the primary operating facility or in a new primary operating facility. The AAR will address the effectiveness of the continuity plan and procedures, identify areas for improvement, document these, and then develop a remedial action plan as soon as possible after the reconstitution. In addition, the AAR will identify which, if any, records were affected by the incident, and will work with the Town Administrative-Accounting Member to ensure an effective transition or recovery of essential records and databases and other records that had not been designated as essential records.

Devolution of Control and Direction

The town should be prepared to transfer all of its essential functions and responsibilities to personnel at a different location/jurisdiction should emergency events render leadership or staff unavailable to support the execution of the town's essential functions.

VII. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Key staff positions within the town include individual continuity members, those identified in the orders of succession and delegation of authority, and town personnel who possess additional continuity responsibilities. The responsibilities of these key continuity personnel are delineated below:

Table 9. Key Continuity Personnel and Responsibilities

Personnel	Responsibilities
Town Administrator	• Provide strategic leadership and overarching policy direction for the continuity program • Implement the Continuity Plan when necessary, or when directed by a higher authority • Update and promulgate orders of succession and delegations of authority • Ensure adequate funding is available for emergency operations • Ensure all town components participate in continuity exercises • Update Continuity Plan annually
Town Clerk	• Review status of essential records, files, and databases • Update telephone rosters monthly • Conduct alert and notification tests
Admin-Accounting	• Maintain Payroll Functions
Continuity Personnel	• Be prepared to deploy and support essential functions in the event of Continuity Plan activation • Provide current contact information to Town Clerk • Be familiar with continuity planning and know individual roles and responsibilities in the event of Continuity Plan activation • Participate in continuity training and exercises as directed

VIII. DIRECTION, CONTROL, AND COORDINATION

During activation of the Continuity Plan, the Town Administrator maintains responsibility for control and direction. Should the Town Administrator Annex become unavailable or incapacitated; follow the directions laid out in Annex F Leadership and Staff which identifies Orders of Succession and Delegations of Authority.

IX. DISASTER INTELLIGENCE

During a continuity event, the town continuity personnel will require the collection and dissemination of critical information. While specific incidents may create additional or specialized reporting requirements, e.g. Larimer County Emergency Management, the following table lists information that should be collected and reported regardless of incident type.

Table 10. Disaster Intelligence Collection

Information Element	Specific Requirement	Responsible Element	Deliverables	When Needed	Distribution
Personnel Accountability	Account for all ERG and non-ERG employees	Town Administrator	Reports Briefings	Status updates hourly following Plan activation	Mayor and Trustees
Operational Status	Percent of ERG personnel arrived at site Ability to conduct each essential function	Town Clerk	Situation briefings	No later than 6 hours after plan activation, then hourly	Town Administrator
Hazard Information	Threat details specific to the continuity facility	Town Administrator	Situation updates	Two times per day at shift change	All Town Departments and Larimer County Office of Emergency Management

XI. BUDGETING AND ACQUISITION OF RESOURCES

The Town Administrator and Administrative-Accounting Department, in coordination with the mayor and trustees budgets for and acquires those resources and capabilities essential to continuity operations. As part of the budget process, the town should use a risk management methodology to identify, prioritize, and justify the allocation of budgetary resources.

For those contracts vital to the support of organization essential functions, the Administrative-Accounting Department should ensure contractor statements of work include the provision to provide staffing, services, and resources during emergency conditions. During an emergency situation, the Administrative-Accounting Department is responsible for oversight and handling of emergency work by contractors.

XII. PLAN DEVELOPMENT AND MAINTENANCE

The Town Administrator is responsible for maintaining this Continuity Plan. The Continuity Plan, essential functions, and supporting activities, should be reviewed by the applicable departments and updated annually from the date of publication as part of the maintenance of continuity plans and procedures.

COOP Program Maintenance Responsibilities
Table 11 below identifies personnel responsible for the maintenance of the COOP Program. This table should be reviewed and updated semi-annually.

Table 11. COOP Program Maintenance Matrix

	Responsibility	Department	Frequency
1.	Ensure currency of COOP procedures/requirements.	Town Administrator	Annually or As Required
2.	Conduct quarterly tests of the Call-Down List and maintain records of the results.	Town Clerk	Quarterly
3.	Maintain a current roster of designated continuity members and current telephone notification Call-Down List.	Town Clerk	Annually or As Required
4.	Confirm the COOP Program considers an "all-hazards" approach, to include pandemic influenza	Town Administrator	Annually or As Required
5.	Confirm floor plans for continuity facility space for use by ERG members while at the continuity facility	Director of Public Woks	Annually or As Required
6.	Verify the allocation of sufficient funding for COOP operations.	Town Administrator	Annually
7.	Provide guidance on the management of vital records.	Admin-Accounting	Annually or As Required
8.	Update and get approval for revised Continuity Plan, if necessary.	Town Administrator	Annually
9.	Ensure that provisions are in place for financial operations.	Admin-Accounting	Annually or As Required
11.	Ensure successors are properly familiarized with and/or trained regarding town's requirements/orders of succession and delegation of authority.	Town Administrator	Annually or As Required
12.	Ensure that all town staff are equipped, trained, and familiar with the Continuity Plan and understand the requirements and guidance provided in their respective COOP roles.	Town Administrator	Annually or As Required
13.	Provide annual COOP Briefing/Training session to all ERG staff.	Larimer County Sheriff's Office	Annually
14.	Confirm all personal and professional materials required to activate the Continuity Plan. To the maximum extent possible, pre-	Town Administrator	Annually or As Required

Responsibility	Department	Frequency
position materials at the continuity facility.		

XIII. AUTHORITIES AND REFERENCES

The following authorities and references are provided below:

1. Federal: Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments (P.L. 93-288, as amended by P.L. 100-707)

2. State: Colorado Disaster Emergency Act of 1992 (Part 21 of Article 32, Title 24, Colorado Revised Statutes, 1988 as amended)

3. County: Larimer County, Colorado Resolution, as amended, establishes the Larimer County Office of Emergency Management

4. Directive 51/Homeland Security Presidential Directive 20, *National Continuity Policy*, dated May 9, 2007.

5. Continuity Guidance Circular 1 (CGC 1), *Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions)*, dated July 2013.

6. Continuity Guidance Circular 2 (CGC 2), *Continuity Guidance for Non-Federal Governments: Mission Essential functions Identification Process (States, Territories, Tribes, and Local Government Jurisdictions)*, dated September 2013.

7. FEMA National Preparedness Comprehensive Preparedness Guide 101, *Developing and Maintaining Emergency Operations Plans*, dated November 2010.

PART II: FUNCTIONAL ANNEXES

ANNEX A. ESSENTIAL FUNCTIONS

The identification and prioritization of essential functions is a prerequisite for COOP planning. Essential functions are those functions described as the limited set of functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities. Essential Functions are those functions that provide vital services and maintain the safety of the general public and cannot be interrupted for more than 12 hours by an emergency or disaster. In addition, essential functions are also those activities that allow the Town to perform its mission and continue operations until normal business activities can resume at the primary facility or other location. Other town activities and functions may be deferred during this period, e.g. planning and zoning, building permits, parks and recreation, issuing pet licenses, etc.

The following table includes Essential Functions, the Town of Berthoud Departments, and primary locations. Department Essential Functions are a limited set of their functions that must be continued throughout, or resumed rapidly after a disruption of normal activities.

Table 12. Essential Function List

#	Department	Essential Function
1	Town Administrator	• Provide control and direction during Continuity Activation • Ensures the continuation of employee payroll • Accountable to the Mayor and Trustees for the operation of all departments except schools and Fire Department *Recovery Time Objective <24 hours*
2	Public Works	• Conduct Post Disaster Assessment of Roads, Bridges & Facilities, Parks • Provide Engineering, Street Construction and Maintenance Operations, Transportation Engineering and Maintenance, Storm Drainage and Water and Wastewater Utilities *Recovery Time Objectives <24 hours*
3	Police	Public Safety, Life and Property Protection, Communications, Emergency Management, Search and Rescue *Recovery Time Objective <24 hours*
4	Public Information Officer (PIO)	Provide communication with the public/media *Recovery Time Objective:<24 hours*
5	Administrative-Accounting	Provide Accounting, Financial Record Keeping, and Acquisitions *Recovery Time Objective: <36 hours*
6	Clerk's Office	Provides support Mayor/Trustees, Town Clerk and Human Resources *Recovery Time Objective: <48 hours*
7	Utility Billing	Provide customer service and processing monthly statements and payments for all water, sewer, wastewater and storm drainage consumers *Recovery Time Objective <72 hours*
8	Berthoud Area Transportation Service	Provide demand-response transportation service within the Town of Berthoud *Recovery Time Objective:<72 hours*
9	Building Department	Provide Building Safety - Post-disaster Structural Evaluations *Recovery Time Objective: >2 weeks*

ANNEX B. CONTINUITY PERSONNEL

In order to continue its essential functions, staff positions are necessary to relocate under Continuity Plan activation. A copy of the current roster is found in Table 13 of this plan. The Town Administrator with support from the Town Clerk is responsible for maintaining roster currency and ensuring personnel are matched against needed positions.

Each continuity member is selected by the Town Administrator based upon:

- The predetermined essential functions that must be performed, regardless of the operational status of the primary operating facility(s)
- The member's knowledge and expertise in performing these essential functions
- The member's ability to rapidly go to the continuity site in an emergency situation

Table 13. Continuity Personnel Roster

Title/ Position	Name	Telephone Numbers	Email
Town Administrator	Michael J. Hart	(970)532-2643	mhart@berthoud.org
Sheriff's Department	Chief James Anderson	(970) 416-1985	andersjr@co.larimer.co.us
Accounting	Cindy Leach	(970532-2643	cleach@berthoud.org
Director of Public Works	Stephanie Brothers	(970)532-2643	sbrothers@berthoud.org
Building Department	Sue Bowles, Building Technician	(970)532-2643	sbowles@berthoud.org
Director of Berthoud Area Transportation System	Stephanie Brothers	(970)532-2643	sbrothers@berthoud.org
Water Treatment Operations	Lena Jones	(970)624-7726	ljones@berthoud.org
Streets Maintenance	Scott Klemm	(970)556-0367	sklemm@berthoud.org
Town Clerk	Alisa Darrow	(970)532-2643	adarrow@berthoud.org
Administration	Tamiko Brewster	(970)532-2643	tbrewster@berthoud.org
Technology Consultant	Del Hunter	(970) 672-68105	dhunter@berthoud.org
Town Attorney	Bell Gould & Scott PC	(970)493-8999	GBell@bell-law.com

ANNEX C. ESSENTIAL RECORDS AND EQUIPMENT

"Essential Records" refers to information systems and applications, electronic and hard copy documents, references, and records, to include personnel sensitive data, needed to support essential functions during a continuity event. Within 12 hours of activation, continuity personnel at the continuity facility should have access to the appropriate media for accessing Essential Records.

Identifying Essential Records

The assigned responsibility for management of the vital records is the Administrative-Accounting Department which includes and records management personnel.

The Town should maintain a complete inventory of Essential Records, along with the locations of and instructions on accessing those records. These records are located at the Administrative-Accounting Department office at the Town Hall. This inventory will be maintained at a back-up/offsite location located electronically and/or as part of Cloud- based Records Management.

The Administrative-Accounting Department should develop and maintains an Essential Records plan packet or collection. The packet or collection should include but not limited to:

- A paper copy or electronic list key organization personnel and continuity personnel with up-to-date telephone numbers
- An Essential Records inventory with the precise locations of Essential Records
- Updates to the Essential Records
- Necessary keys or access codes
- Listing of the access requirements and sources of equipment necessary to access the records
- Continuity Facility Locations
- Lists of records recovery experts and vendors
- A copy of the Town Continuity Plan

Protecting Essential Records

The protection of Essential Records is essential to ensuring the records are available during a continuity event, thus enabling the town to perform their essential functions.

Appropriate protections for Essential Records will be provided by the Administrative-Accounting Department and will include dispersing those records to other organization locations or storing those records offsite and takes into account the specific protections needed by different kinds of storage media.

The following table shows the town's essential records, files, and databases.

Table 14. Town Essential Records

Essential Record	Form of Record	Location	Hand Carried to Continuity Facility
Financial Records	Electronically on Thumb Drives	*Cloud Storage	Yes
Personnel Records	Electronically on Thumb Drives	*Cloud Storage	Yes
Human Resources File	Electronically on Thumb Drives	*Cloud Storage	Yes
Public Works Equipment Inventory	Electronically on Thumb Drives	*Cloud Storage	Yes
Water/Wastewater Infrastructure Maps	Electronically on Thumb Drives	*Cloud Storage	Yes
Water/Wastewater Flow Records	Electronically on Thumb Drives	*Cloud Storage	Yes
Planning Department Files	Electronically on Thumb Drives	*Cloud Storage	Yes
Intergovernmental Agreements	Electronically on Thumb Drives	*Cloud Storage	Yes
Contracts	Electronically on Thumb Drives	*Cloud Storage	Yes
MOUs	Electronically on Thumb Drives	*Cloud Storage	Yes
Mayor and Trustee Meeting Minutes	Electronically on Thumb Drives	*Cloud Storage	Yes

There is an effort on going to eventually use Cloud Storage for essential records

ANNEX D. ALTERNATE FACILITIES

Alternate Facility Information

The town has designated alternate facility (ies) as part of its COOP Plan and is prepared for the possibility of continuity personnel relocating to the site(s) unannounced to continue performance of essential functions. These are as follows:

Table 15. Alternate Facility Information

Department(s)	Primary Location(s)	*Alternate Location(s)
• **Town Administrator** • **Clerk's Office** • **Elected Officials** • **Building Department** • **Utility Billing** • **Public Works**	Town Hall 807 Mountain Ave, Berthoud, CO 80513	Community Center at Berthoud Fire Protection District
Police	Town Hall 807 Mountain Ave, Berthoud, CO 80513	Larimer County Sheriff's Department -2501 Midpoint Drive Fort Collins
Public Works **Streets Department (Roads)**	Water Filter Plant Wastewater Treatment Facilities(2)-Serenity Ridge near the Serenity Ridge Subdivision and I-25 208 Welch Avenue	Master Meter (Little Thompson Water Plant) No Alternative 231 South 1st Street
Berthoud Area Transportation Service (BATS)	Town Hall 807 Mountain Ave, Berthoud, CO 80513	Community Center at Berthoud Fire Protection District

Memoranda of Understanding

If MOA/MOUs are necessary for the alternate/potential sites being explored described above, ensure the following is taken into consideration:

(1) Space and equipment, including vehicle and equipment storage. The alternate facility is able to accommodate all town essential personnel.

(2) Capability to perform Essential functions within 12 hours of plan activation for up to 30 days or until normal operations can be resumed.

(3) Reliable logistical support, services, and infrastructure systems.

(4) Interoperable communications for effective interaction.

(5) Capabilities to access and use Essential Records.

(6) IT Systems and configurations that are used in daily activities.

(7) Emergency/back-up power capability.

The Mayor and/or Trustees should also be consulted to provide coordination and support for Intergovernmental agreements (IGAs) and Memoranda of Understanding (MOUs) for use of alternate facilities.

Alternate Facility Logistics
The town should maintain pre-positioned material and systems and/or detailed site preparation and activation plans in order to achieve full operational capability within 12 hours of notification. Further the town should address the need for housing to support continuity personnel on shifts at the alternate facility.

Alternate Facility Orientation
Continuity Personnel should be familiar with its alternate facilities. This can be accomplished through deployment exercises/drills, orientation sessions at the site, and briefings. Further, continuity personnel should annually train and prepares for the possibility of an unannounced relocation to all alternate facilities.

ANNEX E. CONTINUITY COMMUNICATIONS
The town requires available and redundant critical communications systems tom be located at the primary operating facility(s) and alternate facility(ies). All necessary and required communications and IT capabilities should be operational within 12 hours of continuity activation. Further, the town should maintain fully capable continuity communications that support department needs during all hazards/threats, to include pandemic influenza outbreak and other related emergencies, and give full consideration to supporting social distancing operations. Social distancing is a term applied to certain actions that are taken by Public Health officials to stop or slow down the spread of a highly contagious disease. Social distancing measures are taken to restrict when and where people can gather to stop or slow the spread of infectious diseases. Social distancing measures include limiting large groups of people coming together, closing buildings and canceling events. The town should also maintain fully capable continuity communications that could support department needs during all hazards/threats, and give full consideration to supporting telework and other virtual offices.

Orders of Succession

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event a primary individual is incapable or unavailable to fulfill essential duties, successors should be identified to ensure there is no lapse in essential decision-making authority. In the event of a change in leadership status, personnel should notify the successors, as well as internal and external stakeholders, e.g. mayor, trustees, etc. In the event the town leadership becomes unreachable or incapable of performing their authorized legal duties, roles, and responsibilities, the most senior reachable/capable person will initiate a notification of the next successor in line. The Town Administrator or designees will notify internal and external stakeholders of the change in leadership. The Town Administrator is responsible for ensuring orders of succession are up-to-date. When changes occur, the Town Clerk makes and distributes the changes.

The following orders of succession ensures sufficient depth to ensure the town's ability to manage and direct its essential functions and operations and is described by positions or titles, rather than by names of individuals holding those offices:

Table 16. Orders of Succession

Position	Successor
Town Administrator	Clerk/Assistant Manager
Administrative-Accounting Manager	Account Technician
Public Works Director	Streets Manger for Streets Water Manager for Water Needs Waste Water Contracted Company

The following organizational chart in Figure 3 illustrates the structure of the Town of Berthoud COOP Personnel that helps determine orders of succession:

Figure 3. COOP Organizational Chart
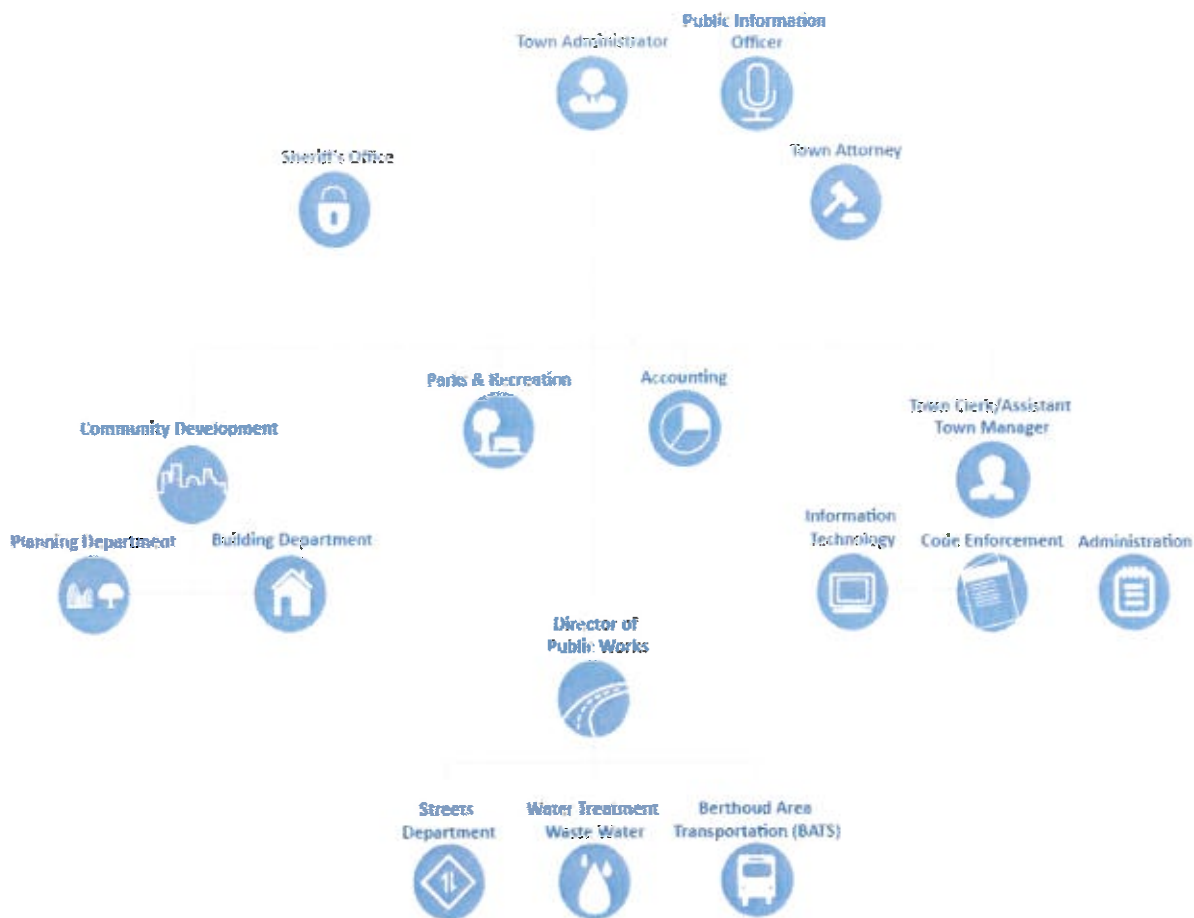
Delegations of Authority

Generally, the town's pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have resumed. Pre-determined delegations of authority may be particularly important in a devolution scenario.

The town has identified the following delegations of authority:

- Orderly succession of officials to the position of the Town Administrator in the case of his/her absence, a vacancy at that position, or the inability of the Town Administrator to act during an emergency will be delegated to the Mayor. In the event the Mayor is unable to perform continuity duties, it will be delegated to the Mayor Pro Tem.

The town continuity personnel should refresh annually on who might be expected to assume authorities during a continuity situation for all pre-delegated authorities for making policy determinations and all levels.

ANNEX G. HUMAN RESOURCES

Continuity Personnel

People are critical to the operations of any organization. Selecting the right people from department staff is vitally important, and this is especially true in a crisis situation. Leaders are needed to set priorities and keep focus. During a continuity event, emergency employees and other special categories of employees will be activated to perform assigned response duties. One of these categories is continuity personnel. In respect to continuity personnel, the town has:

- Identified and designated those positions and personnel they judge to be critical to organization operations in any given emergency situation as continuity personnel.
- Identified and documented its continuity personnel. Continuity personnel possess the skills necessary to perform essential functions and supporting tasks.
- Officially inform all continuity personnel of their roles or designations to ensure that continuity personnel know and accept their roles and responsibilities.
- Provided guidance to continuity personnel on individual preparedness measures they should take to ensure response to a continuity event

All Staff

It is important that the town leadership keeps all personnel, especially individuals not identified as continuity personnel, informed and accounted for during a continuity event. The Town Clerk has emergency rosters for use in contacting and accounting for employees in the event of an emergency and will continue to attempt to contact with those individuals who are unaccounted for. In addition:

- Town employees that are expected to remain in contact with their supervisors during any facility closure or relocation situation
- The town ensures that staff are aware of and familiar with Human Resources guidance in order to continue essential functions during an emergency such as telework

Human Resources Considerations

The town's continuity program incorporates existing organization-specific guidance and direction for human resources management, including guidance on pay, leave/time off, work scheduling, benefits, telework, hiring, authorities, and flexibilities.

The Town Administrator should work closely with the Administrative Department to resolve human resources issues related to a continuity event. This may involve:

- Additional Staffing
- Work Schedules and Leave/Time Off
- Benefits
- Premium and Annual Pay Limitations

Further, the Town Administrator communicates Human Resources guidance for emergencies (pay, leave/time off, staffing, work scheduling, benefits, hiring authorities and other human resources flexibilities) to supervisors in an effort to help continue essential functions during an emergency.

ANNEX H. TEST, TRAINING, AND EXERCISES PROGRAM (TT&E)

The town can benefit from a TT&E program to support the department's preparedness and validate the continuity capabilities, program, and ability to perform essential functions during any emergency. The testing, training, and exercising of continuity capabilities is essential to demonstrating, assessing, and improving the town's ability to execute the continuity program, plans, and procedures. This involves:

- Training that familiarizes continuity personnel with their roles and responsibilities in support of essential functions during a continuity event.
- Tests and exercises serve to assess, validate, or identify for subsequent correction, all components of the COOP Plan, policies, procedures, systems, and facilities used in response to a continuity event. Periodic testing also ensures that equipment and procedures are kept in a constant state of readiness.

Town leadership should perform TT&E events at regular intervals, as shown in the table below.

Table 17. TT&E Event Records

Continuity TT&E Requirements	Monthly	Quarterly	Annually	As Required
Test and validate equipment to ensure internal and external interoperability and viability of communications systems	✓			
Test alert, notification, and activation procedures for all continuity personnel		✓		
Test primary and back-up infrastructure systems and services at alternate facilities			✓	
Test capabilities to perform essential functions			✓	
Test plans for recovering Essential Records, critical information systems, services, and data			✓	
Test and exercise of required physical security capabilities at alternate facilities			✓	
Train continuity personnel on roles and responsibilities			✓	
Conduct continuity awareness briefings or orientation for the entire workforce			✓	
Train town leadership on essential functions			✓	
Train personnel on reconstitution plans and procedures			✓	
Conduct exercise that incorporates the deliberate and preplanned movement of continuity personnel			✓	

Continuity TT&E Requirements	Monthly	Quarterly	Annually	As Required
to alternate facilities				
Conduct successor training for all personnel who assume the authority and responsibility of the town's leadership if that leadership is incapacitated or becomes otherwise unavailable during a continuity situation			✓	
Train on the identification, protection, and ready availability of electronic and hardcopy documents, references, records, information systems, and data management software and equipment needed to support essential functions during a continuity situation for all staff involved in the Essential Records Program			✓	
Train on the town's devolution option for continuity, addressing how the organization will identify and conduct its essential functions during an increased threat situation or in the aftermath of a catastrophic emergency			✓	
Conduct personnel briefings on continuity plans that involve using or relocating to alternate facilities			✓	
Familiarize town personnel on the means to make their families prepared for emergency situations			✓	

ANNEX I. RISK MANAGEMENT

A risk assessment against all natural and human-caused hazards for all capabilities associated with the continuance of essential functions was conducted to include all primary operating facilities, alternate facilities, personnel, systems, and records. The risks to continuity assets are summarized below in the following Tables.

The risk assessment was conducted utilizing localized knowledge of each Threat / Hazard type for all identified Assets, as they specifically relate to the town and its operations. When possible, the 2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan was analyzed for additional qualitative and quantitative information that could contribute to this assessment. Each asset was evaluated using two criteria relating to Hazard Vulnerability and Hazard Impact on a scale of 1 – 10 (low to high). The sum of those two criteria resulted in an individual asset rating for each Threat / Hazard type, the greater the sum, the greater the risk to that asset. A summary total for each Threat / Hazard type is then provided in the last column of the following Table below.

Table 18. Town Risk Assessment

Threat / Hazard	Communications & IT Infrastructure	Facility & Physical Infrastructure	Personnel	Vital Records & Database	Total Risk
Biological Attack	2	2	20	2	26
Biological Hazards / Contagion* (Disease Outbreak, Food Contamination)	2	2	20	2	26
Bombing (includes IED)	8	17	10	17	52
Civil Disturbance*	8	17	12	13	50
Cyber Attack	18	6	7	15	46
Earthquake*	14	18	11	13	56
Erosion / Deposition*	2	2	2	2	8

	Communications & IT Infrastructure	Facility & Physical Infrastructure	Personnel	Vital Records & Database	Total Risk
Fire – Wildland*	8	5	6	6	25
Flood – Flash and Riverine*	6	7	11	13	37
HazMat – Fixed and Transport*	9	12	15	11	47
Landslide / Rockslide*	2	2	2	2	8
Spring / Summer Storm* (Hail, Thunderstorm, Wind Storm, Lightning)	12	7	6	5	30
Tornado*	17	18	20	16	71
Utility Disruption*	19	14	10	8	51
Winter Storm* (Blizzard Conditions, Heavy Snow Accumulation)	12	14	14	6	46

*Hazard profiled in 2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan

LOW	LOW - MEDIUM	MEDIUM - HIGH	HIGH

The final analysis included a further assessment of the Likelihood of these hazards occurring. Hazards were ranked on a scale of 1 – 10 (low to high) to determine those that could most impact the town's continuance of essential functions. The following table presents the previously identified Vulnerability and Impact (Total Risk), with the hazard events sorted by the assessed Likelihood.

Table 19. Hazard Total Risk

Threat / Hazard	Likelihood	Total Risk
HazMat – Fixed and Transport	10	47
Spring / Summer Storm (Hail, Thunderstorm, Wind Storm, Lightning)	10	30
Utility Disruption	10	51
Winter Storm (Blizzard Conditions, Heavy Snow Accumulation)	9	46
Biological Hazards / Contagion (Disease Outbreak, Food Contamination)	8	26
Fire – Wildland	6	25
Tornado	6	71
Cyber Attack	5	46
Flood – Flash and Riverine	5	37
Erosion / Deposition	4	8

Threat / Hazard	Likelihood	Total Risk
Civil Disturbance	2	50
Earthquake	2	56
Biological Attack	1	26
Bombing (includes IED)	1	52
Landslide / Rockslide	1	8

* Hazard profiled in 2016 Larimer County Multi-Jurisdictional Hazard Mitigation Plan

LOW	LOW - MEDIUM	MEDIUM - HIGH	HIGH

Activation – Once a COOP has been implemented, whether in whole or in part, it is considered "activated."

Alternate Facilities – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity situation.

Continuity – Uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event. Also referred to as an alternate operating facility.

Continuity of Operations (COOP) – An effort within individual agencies to ensure they can continue to perform their essential functions during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Continuity Event – Any event that causes an organization to relocate its operations to an alternate or other continuity site to assure continuance of its essential functions.

Continuity Personnel – Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue essential operations

Delegation of Authority – Identification, by position, of the authorities for making policy determinations and decisions. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

Devolution – The capability to transfer statutory authority and responsibility for essential functions from an department's primary operating staff and facilities to other employees in a different organizations and facilities, and to sustain that operational capability for an extended period.

Emergency Relocation Group (ERG) – A team that deploys to the alternate facility to perform essential functions.

Essential functions – The critical activities performed by organizations, especially after a disruption of normal activities.

Essential Records – Electronic and hardcopy documents, references, and records that are needed to support essential functions during a continuity situation. The two basic categories of Essential Records are (1) emergency operating records and (2) rights and interests records.

Interoperable Communications – Communications that provide the capability to perform essential functions, in conjunction with other organizations/entities, under all conditions.

Memorandum of Agreement/Memorandum of Understanding – Written agreement between organizations/agencies of tasks to be accomplished by one organization in support of the other.

Orders of Succession – Provisions for the assumption by individuals of organization senior leadership positions during an emergency in the event that any of those officials are unavailable to execute their legal duties.

Primary Operating Facility – The site of a department's normal, day-to-day operations. The location where the employee usually goes to work.

Recovery Time Objective (RTO) – The targeted duration of time and a service level within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with an interruption to normal business.

Reconstitution – The process by which surviving and/or replacement organization personnel resume normal operations from the original or replacement primary operating facility.

Risk Analysis – The process by which risks are identified and evaluated.

Risk Assessment – The identification and assessment of hazards.

Risk Management – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown; or, events that are fraught with uncertainty.

Testing, Training, and Exercises (TT&E) – Measures to ensure that an agency's COOP is capable of supporting the continued execution of the department's essential functions throughout the duration of a continuity situation.