

United States Department of the Interior

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In Reply To:

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To: State Management Team

From: State Director

Subject: Field Office Continuity of Operations (COO) Plans

DD: 08/22/03

Washington Office Instruction Memorandum No. 2002-181 requires all Bureau of Land Management offices to have viable COO Plans. The purpose of this memorandum is to transmit guidance that the Washington Office developed to help field offices prepare their plans.

Attachment 1 is a template consisting of two parts: a leading section that describes general requirements and an annex with a series of tables that will contain specific information about a Field Office. Offices are not to change the leading section; it was prepared to be a generic document that is appropriate for all Field Offices. Field Offices are requested to update their present COO Plans following the new format. A copy of the revised plan is to be submitted to Karilynn Volk (MT-930), COO Coordinator, by August 22, 2003.

Attachment 2 contains questions and answers pertaining to the Field Office COO Plan updates.

If you require assistance or have questions, you may contact Karilynn Volk, at 406-896-5190.

Signed by: Thomas P. Lonnie, Acting Associate

Authenticated by: Aleta Zahorodny (MT-930)

2 Attachments

- 1-WO Template for Field Office COO Plans (34 pp in its entirety)
- 2-COO Questions and Answers (1 p)

Distribution

Assistant Field Manager, Glasgow Field Station
Assistant Field Manager, Havre Field Station

Plan Organization

The Bureau of Land Management (BLM) District Office (DO) / Field Office (FO) Continuity of Operations (COO) Plan explains how BLM DO/FOs will perform their essential activities and functions (EAFs) during any emergency or situation that may disrupt normal operations significantly. The plans are intended to guide district managers (DM), field managers (FM) and their staffs responding to emergency situations affecting their DO/FO. When FOs are collocated with DOs, it is expected that one plan will be developed and that the DO will manage the COO development process. The flow chart depicts how the DO/FO COO Plans are organized to ensure EAFs are performed before, during, and after an emergency situation.

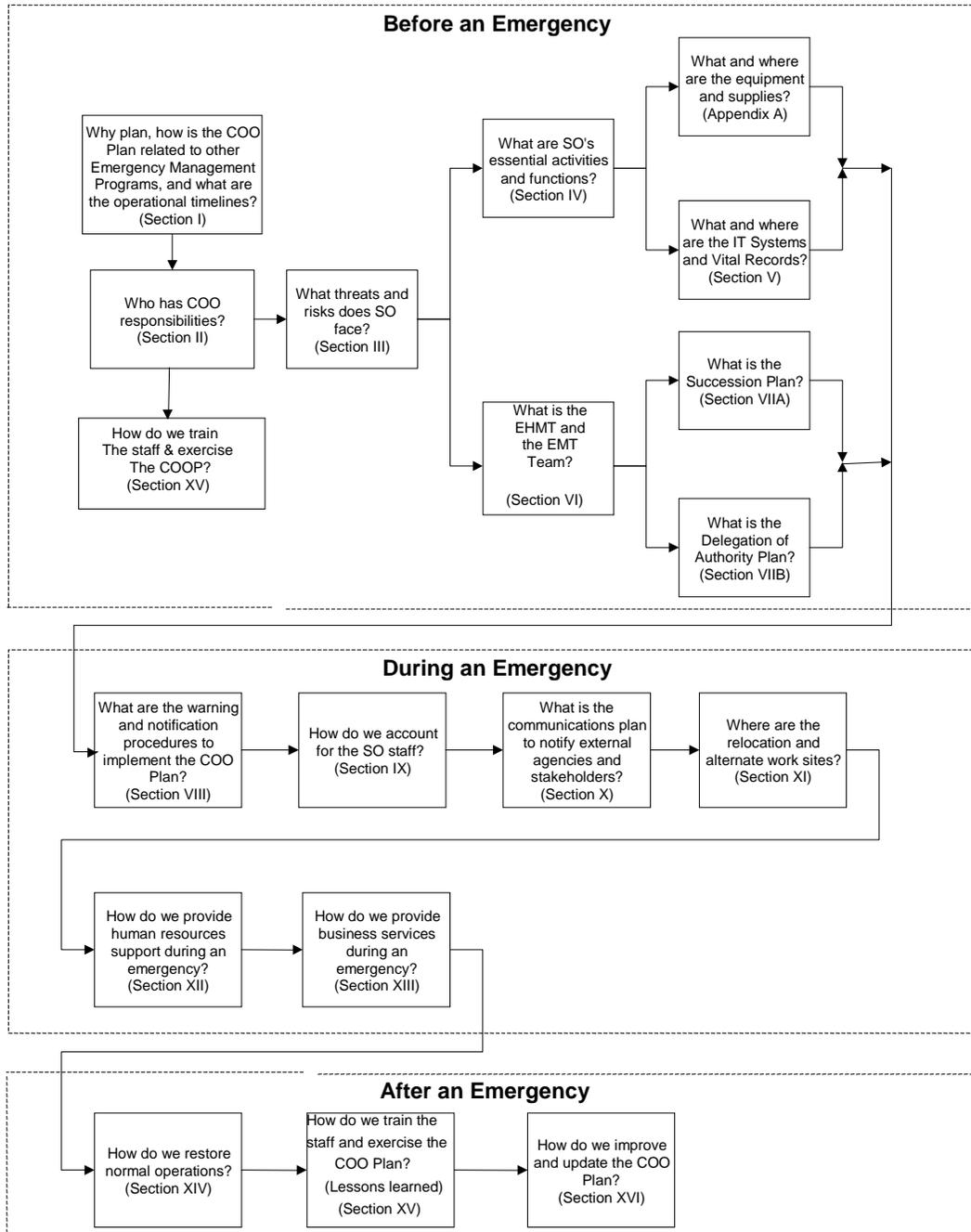


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Executive Summary

Background. BLM DO/FOs are expected to conduct EAFs under all operational conditions, even emergencies that suddenly limit the availability of facilities, personnel, or other normally available resources. Possible situations include, among others, structural fires, failure of critical information systems and effects from severe weather conditions, terrorism, and civil disruptions. DO/FO capabilities must fulfill the requirements of Presidential Decision Directive 67, *Enduring Constitutional Government and Continuity of Government Operations*, Federal Preparedness Circular 65, *Federal Executive Branch Continuity of Operations (COOP)*, and Department of the Interior (DOI) and BLM policies and guidance.

BLM DO/FO COO Plans consist of this master plan that outlines expectations and purposes common to all DO/FO plans. Separate annexes for each geographically separate DO/FO contain office-specific information and implementation instructions. In addition to this document each BLM DO/FO COO Plan includes:

- *Rapid Response Implementation Checklists* developed by the resource and program managers. (Located in Appendix A to the Annexes developed for DO/FO-specific plans.)
- The *Continuity of Operations Information Network (COIN)* -- a controlled access Lotus Notes database containing contact information for:
 - Managers and staff whose positions involve COO responsibilities.
 - Alternate sites for mission essential facilities (MEFs).
 - Partners and media organizations that may be contacted after the COO Plan is implemented.

NOTE: System access is restricted to protect individual privacy.

- An *Evacuation and Emergency Procedures Plan* that provides employees with instructions for responding to emergency conditions such as fires that may impact the specific DO/FO.

An individual DO/FO COO Plan may also include an *Employee Guide to the Continuity of Operations Plan*. These office-specific guides provide employees with an outline of their responsibilities when their COO Plan is implemented.

This COO Plan is an integral part of BLM's COO Program, which is established under IM 2002-181, *Emergency Management*.



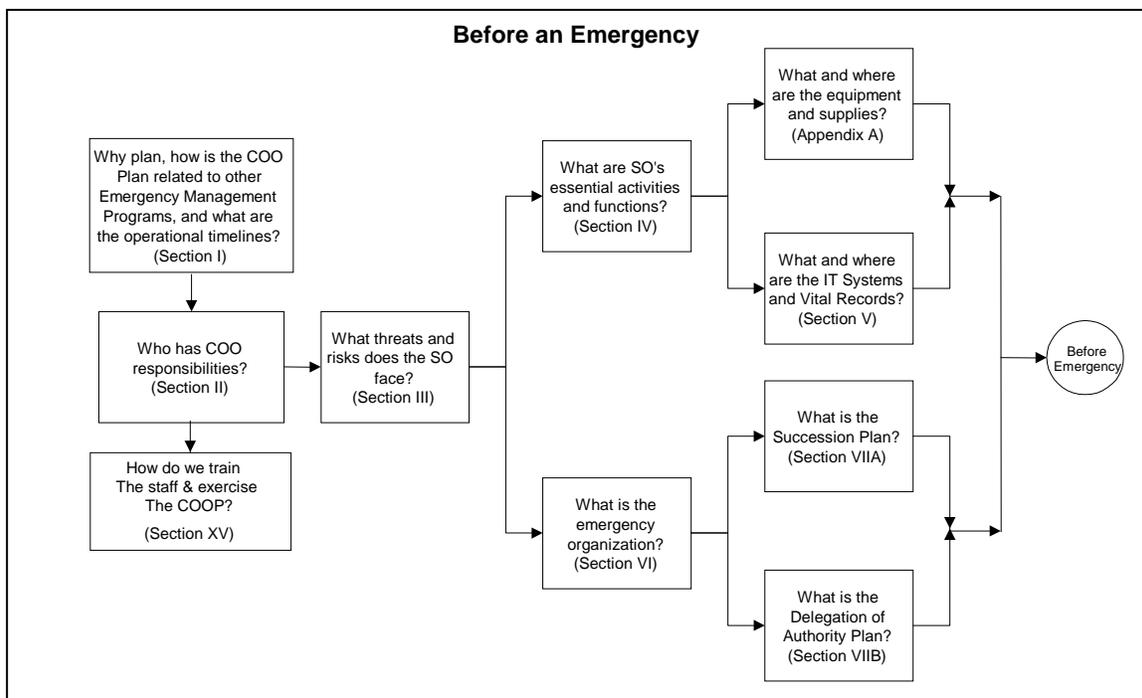
Acronyms

ASD	Associate State Director	FPPS	Federal Personnel Payroll System
BLM	Bureau of Land Management	GETS	Government Emergency Telecommunication System
BC	Branch Chief	ICS	Incident Command System
COIN	Continuity of Operations Information Network	IT	Information Technology
COO	Continuity of Operations	IRM	Information Resource Management
DSD	Deputy State Director	IDEAS	Interior Department Electronic Acquisition System
DOI	Department of the Interior	LAN	Local Area Network
EAGLS	Electronic Account Government Ledger System	MEF	Mission-Essential Facility
EAF	Essential Activity and Function	MIS	Management Information System
EHMT	Emergency Hazard Management Team	MRPS	Managing Risk and Public Safety
EMT	Executive Management Team	NBC	National Business Center
EO	Executive Order	OPM	Office of Personnel Management
EOC	Emergency Operations Center	SO	State Office
EOR	Emergency Operating Records	SD	State Director
ES	Eastern States	UPS	Uninterrupted Power Supply
FEMA	Federal Emergency Management Agency	WO	Washington Office
FFS	Federal Financial System		
FM	Field (Office) Managers		
FOIA	Freedom of Information Act		
FPC	Federal Preparedness Circular		



Part I: Before an Emergency

Part I contains sections detailing planning activities that address COO responsibilities that are established BEFORE an emergency occurs.



I. Introduction.

This section provides background about BLM DO/FO COO Plans, defines its purpose, identifies the authorities that guide plan development, and explains how the plans relates to executive level guidance from the Federal Emergency Management Agency (FEMA). The section concludes with the objectives of COO plans, anticipated emergency scenarios and the operational timeline for plan implementation.

Background. BLM DO/FOs are expected to be able to conduct their business EAFs under all operational conditions, even emergencies that suddenly limit the availability of facilities, personnel, or other resources. These unusual operating conditions may include, among others, structural fires, failure of critical information systems, effects from severe weather conditions, terrorism, and civil disruption.

A. Purpose. BLM DO/FO COO Plans explain how each DO/FO will perform its EAFs during any emergency situation that may disrupt normal operations. It is intended to guide the DMs, FMs, and their staffs in responding to emergency situations.



B. Applicability. The annexes contain specific actions taken by individual DO/FOs to fulfill their COO responsibilities. Table 1 of each annex identifies the location of the DO/FO developing the office-specific annex. DO/FO employees assigned outside their usual office are covered by the organizational COO plans where they are temporarily assigned or detailed.

C. Authorities.

- Presidential Decision Directive 67, *Enduring Constitutional Government and Continuity of Government Operations*, October 21, 1998
- Homeland Security Presidential Directive 3, March 11, 2002
- Executive Order 12148, *Federal Emergency Management*, July 20, 1979
- Executive Order 13244, *Providing an Order of Succession Within the Department of the Interior (DOI)*, December 18, 2001
- 41 CFR 101-20, *Occupant Emergency Plan*
- 36 CFR 1236, *Vital Records During an Emergency*
- Federal Preparedness Circular (FPC) 65, *Federal Executive Branch Continuity of Operations*, July 26, 1999
- FPC 66, *Test, Training, and Exercise (TTE) Program for Continuity of Operations (COOP)*, April 30, 2001
- FPC 67, *Acquisition of Alternate Facilities for Continuity of Operations (COOP)*, April 30, 2001
- 302 DM 1, *Designation of Successors for Supervisors*, January 18, 2001
- Memorandum to Bureau Directors, Solicitor, and Inspector General from Assistant Secretary, Policy, Management and Budget, *Preparing for Emergencies - Continuity of Operations Policy and Planning*, December 5, 1997
- MRPS Policy Bulletin 98-001, *Continuity of Operations Planning - Guidance and Schedules*, Department of the Interior, March 27, 1998
- IM 2002-181, *Instructional Memorandum for Emergency Management*
- BLM Manual 1273-1 *Disaster Recovery for Paper & Film Records*



D. Relationship with Executive Level Guidance. The DO/FO COO Plans were developed in coordination with the BLM SOs and reflect FEMA guidance.

E. Relationship with other Emergency Management Activities. The DO/FO COO Plans integrates emergency preparedness activities that the DO/FOs undertake to ensure they are capable of fulfilling their legal and financial responsibilities. These other activities depicted in Figure 1, include:

Figure 1: Emergency Preparedness Activities



- *Occupant Emergency Plan* to safely evacuate employees from the offices.
- A *Vital Records Program* to ensure records are safeguarded and available to fulfill emergency operations and legal and financial responsibilities.
- A *Human Resources Management Program* to provide personnel services to employees dealing with trauma, and benefits to employees and their families or beneficiaries.
- *Information Resources Management* efforts to protect information systems and ensure they are accessible to support business operations.

F. Objectives of BLM DO/FO COO Plans. The primary objectives of these plans are to:

- Protect the safety and well-being of employees and others.
- Ensure the continued leadership of the DO/FO.
- Provide for an orderly means of addressing problems and restoring normal operations as quickly and safely as possible.



- Provide at least minimum level of services, especially those required at times of local or regional emergencies.

G. Planning Scenarios. DO/FO Coo Plans are prepared to respond to two basic scenarios. Specifically,

- The primary facility is inaccessible or lacks the critical infrastructure required to conduct business. This scenario would apply when fire or an explosion damages the BLM facility. Other situations may include the long-term disruption of public utilities, IT system failure that creates unacceptably long service delays, or require major repairs.
- The community where the primary facility is located is inaccessible for any reason for an unacceptable period of time.

Individual DO/FOs are responsible for identifying additional scenarios that may be applicable to their particular situation. These additional scenarios are included in the DO/FO annex.

H. Operational Timeline. BLM DO/FO COO Plans prepare them to operate for up to 30 days. To implement this timeline the plans provide for:

- Establishing command and control immediately after an emergency.
- Communicating with external agencies and beginning to reestablish DO/FO > managed critical IT and telecommunication systems within 12 hours.
- Beginning to reestablish remaining EAFs within 24 hours.
- Reestablishing all EAFs within 72 hours.
- Reestablishing normal operations within 72 hours.
- Reestablishing normal operations within 30 days or planning for longer-term arrangements if warranted.



II. Responsibilities.

Table 2 of each annex summarizes responsibilities assigned to various DO/FO positions. These responsibilities must be fulfilled if the DO/FO is to maintain its COO Plan and effectively implement it during emergency operating situations. Footnotes may be used to assign responsibilities to specific specialists or planners.

III. Threat and Risk Assessment, and Mitigation Strategies.

Threats and risks that are considered common to most DO/FOs in BLM include:

- *Bioterrorism.* Incidents of anthrax-tainted mail affected Washington, DC postal facilities and mailrooms at several government offices. The four-month closure of the Hart Senate Office Building and the closure of the Brentwood postal facility are prime examples of how facilities can be rendered inaccessible for prolonged time periods.
- *Cyber Threats.* Computer focused risks are increasingly on the rise. With the heavy reliance on information technology, computer viruses could be more detrimental to DO/FOs than other common threats. Currently, the use of firewalls, virus scanners, and limiting access to critical systems are the primary mitigation measures to deter cyber threats.
- *Physical Security.* With increased global terrorism and general acts of violence on the rise, the threat to physical security has become a top priority. DM/FMs have taken mitigation measures to protect the buildings and employees from outside security threats.

Each DO/FO is also prepared to implement instructions disseminated under the provisions of Homeland Security Presidential Directive 3 and the Homeland Security Advisory System. The advisory system establishes five threat levels ranging from “Low” (Green) to “Severe” (Red). These threat levels guide the DO/FO response to threats that may impact executive agencies located across the U.S.

Table 3 of each annex summarizes the unique threats and risks facing a DO/FO. Appropriate mitigation strategies are identified, when appropriate, to minimize the consequences on DO/FO operations if the risk actually occurs.



IV. Essential Activities and Functions

In emergency situations DO/FOs are not expected to perform their normal range of services as efficiently and effectively as before the emergency occurred. Rather, resources are committed to ensuring agencies provide EAF's, activities the DO/FO must perform to protect the interests of the Federal government, the BLM, BLM stakeholders, and the public.

Table 1 on this page summarizes EAFs common to BLM offices.

DO/FOs must be

Prepared to meet requirements placed on them by the BLM WO or their respective SOs. These

additional responsibilities may be part of the Bureau's obligations under Executive Order (EO)

12656, Assignment of National Security and Emergency

Preparedness Responsibilities.

EO 12656 establishes the National Security and Emergency

Preparedness Goal to establish a capability at all Federal and State

levels to meet essential defense and civilian needs during any

national security emergency, including natural or man-made

disasters, military attacks, or technological emergencies. Under

Executive Order (EO) 12656, each Federal department was given

responsibility to take specific actions aimed at achieving the stated goal. Those actions include integrating national emergency factors into daily business functions, appointing a senior policy official as emergency coordinator, developing measures for rapid transition to emergency operations, using existing resources, structure and systems for emergency measures, coordinating with State, local, and private groups, and developing and conducting training and education programs.

Table 4 in the annexes summarizes EAFs identified by DM/FMs and their staffs, as well as the EAFs identified on this page. EAFs are placed on a timeline to indicate when they will be performed after an emergency situation occurs. Detailed descriptions of these activities are contained in Appendix B of each annex.

Table 1: Outline of BLM-wide Essential Activities and Functions

- Communicating with employees, the public, and Bureau.
- Providing support services for employees affected by an incident.
- Ensuring continued and uninterrupted command, control, and leadership. (EMT)
- Providing support under the WO and SO COO Plans.
- Protecting critical facilities, systems, equipment, and records.
- Providing services and activities under Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, as directed by the Secretary of the Interior.
- Providing policy guidance and direction on critical issues requiring resolution in the 30 days after an emergency incident.
- Restoring normal functions and activities of BLM Offices and Centers.



V. Information Systems and Vital Records.

This section describes the assumptions underlying access to Information Technology (IT) support during an emergency and the steps required to access Lotus Notes at alternate work sites, identifies the information systems and vital records required to perform the EAFs, and summarizes how those capabilities are provided at alternate work sites.

Table 5 of each annex contains specific information about each DO/FO. The tables include: use of telecommuting sites (if available), how email will be provided at alternate locations, the information systems needed to support operations, and how they will be provided at alternate sites.

A. Planning Assumptions.

Each DO/FO is expected to develop and maintain an IT Contingency Plan that addresses how IT capabilities will be provided to the DO/FO staff after an emergency situation occurs.

- During an emergency dial-up access to the BLM Intranet and Lotus Notes suite will be limited. There are 96 connections at the Denver Regional node and 48 at the Portland, OR node. SO EHMT members can rely on laptop computers and special dial-in arrangements to access their e-mail and files from one of the access nodes.
- In general, accessible files are limited to those that employees have backed up to LAN servers. Files on hard drives on individual workstations cannot be accessed through the LAN. It is extremely important for employees to back up important working files to LAN servers.

B. Accessing Email During Emergencies.

Remote access to Lotus Notes is possible over the Internet, if users set their Lotus Notes Internet password and maintain electronic copies of the Lotus Notes "ID" file. Instructions for setting the password and finding the "ID" file are provided in Appendix C of each annex, Using Email Capabilities During Emergency Operations. Using the instructions DO/FO employees will have access to *Lotus Notes suite*, including: Email, address files, and individual calendars.



C. Information Systems and Databases Supporting Emergency Operations.

Table 5 of each annex lists the IT systems required to perform EAFs identified in Appendix B of that same annex. The table identifies who is responsible for ensuring appropriate user's manuals are available at DO/FO alternate work sites.

D. Vital Records.

Vital records that must be available at alternate work sites are emergency operating records that are "essential to the continued functioning or reconstitution of an organization during and after an emergency. Vital records include emergency plans and directive(s), orders of succession, delegations of authority, staffing assignments, selected program records needed to continue the most critical agency operations, as well as related policy or procedural records that assist the DO/FO staff in conducting operations under emergency conditions and for resuming normal operations after an emergency." (36 CFR 1236.14, Emergency Operating Records.)

1. Emergency Operating Records Required to Support Basic Operations & Specific Programs.

Table 5 identifies Emergency Operating Records (EOR) required to support emergency operations and conduct EAFs that must be performed during and immediately after an emergency occurs. EORs must be available at alternate sites by prepositioning copies or maintained copies out the DO/FO's primary facility. As a minimum, EORs include copies of the office's COO plan, occupant emergency plan, IT contingency plan, vital records plan, IB HR-2000-18, Employee Casualty Guide for Managers and Supervisors, and equipment property records.

2. Records Requiring Special Protection.

DO/FOs may have records that require special protection, such as equal employment case records and personnel records. Table 5 identifies who is responsible for maintaining these records and ensuring that they are available at DO/FO alternate work sites.

3. Recovery of Vital Records.

Many vital records are maintained electronically at the National Business Center (NBC) or on the DO/FO LAN servers. It is anticipated that most damage to other vital records will be caused by water, either from a flood, broken pipes, or as a result of fire fighting efforts. Table 5 includes basic instructions for recovering vital records. Each DO/FO will record its recovery resources, e.g., contract sources, in COIN.



4. Approaches to Reconstitute Electronic Records.

Table 5 includes a summary of the approach for reconstituting electronic records in the aftermath of an emergency situation. NOTE: The approach may summarize what is included in the DO/FO IT Contingency Plan.

VI. Emergency Management Team (EMT)

Each DO/FO has established an EMT to provide it with trained leadership needed to implement its COO Plan.

A. The DO/FO EMT

DO/FO EMTs provide the leadership and oversight structure required to manage and conduct EAFs during emergency operating conditions and to recover all operations afterward.

- The EMT serves as the primary team for conducting operations during an emergency.
- In general, DM/FMs direct their offices emergency response. The manager is responsible for ensuring members of the EMT can address the range of office EAFs and help address other emergency activities.
- At least two alternates for each member of the EMT are designated to fulfill responsibilities if a primary designee is unavailable.
- Primary and Alternate members of the EMT are identified in COIN.
- EMT members have identified personnel resources and subject matter experts to assist them to conduct EAFs. These support staff may be asked to support officed operations, as required, to accomplish EAFs and meet other unforeseen requirements. (This approach is similar to the incident command system and ensures the appropriate skills are available to meet emergency requirements.) These staff members are identified in COIN.

B. Emergency Operation Centers.

Each DO/FO EMT has designated an Emergency Operations Center (EOC) as show in Table 6 of each annex. These EOCs are consistent with each office's occupant emergency plan.



VII. Succession and Delegation of Authority.

Each DO/FO has ensured that it has a leadership and management structure in place during emergency situations. Succession ensures individuals are pre-designated to assume key responsibilities in the absence of the incumbent, and delegation of authority whereby individuals are authorized to act on behalf of the primary responsible official.

A. DO/FO Succession Plans.

Table 7 of each annex details the orders of succession used when the DM/FM or another authority declares that an emergency situation exists. Other administrative designations, e.g., acting designations routinely associated with the incumbent's departure from the office on official business or vacation, are superseded by the orders of succession described in Table 7.

Bureauwide Succession Rules. This paragraph identifies when alternates will assume responsibility for their designated positions under emergency conditions.

1. When the incumbent is available at the beginning of an emergency operations situation, he or she may designate an alternate to act on his or her behalf during absences of short duration. The incumbent will assume responsibilities upon return.
2. When the incumbent is not available at the beginning of an emergency operations situation and is not expected to be available, the first alternate will assume responsibility. The alternate continues to act in the emergency role until the incumbent returns or until normal operations resume, whichever comes first.
3. Each succeeding alternate assumes responsibility if neither the incumbent nor preceding alternates are available. As with the first alternate, each alternate continues to act in the emergency role until the incumbent or first alternate returns, or until normal operations resumes, whichever comes first.

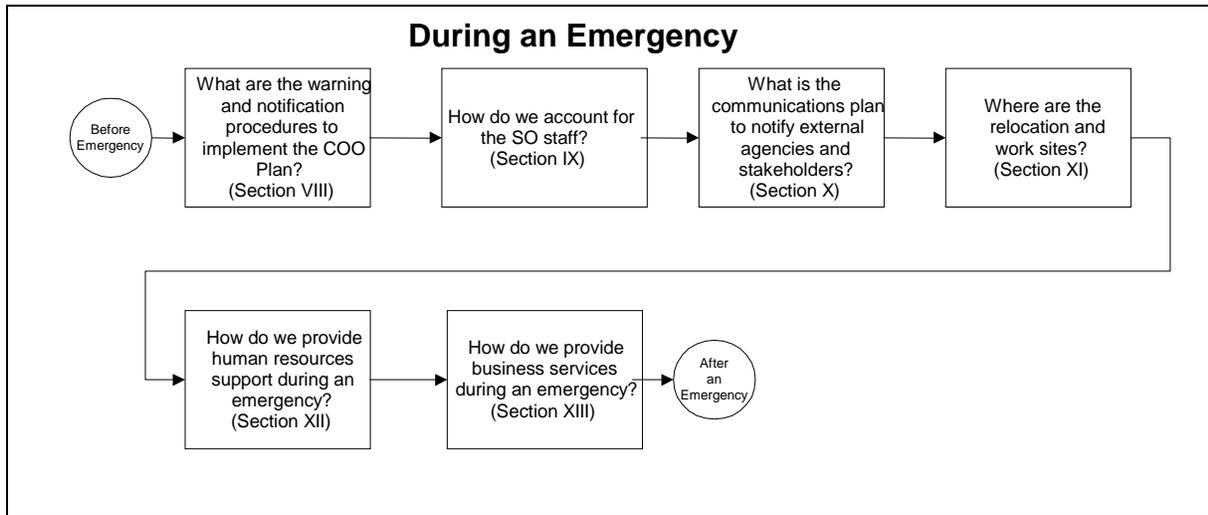
B. Delegations of Authority.

- Alternates acting for a designated DO/FO position assume the full authorities assigned to the position, except as restricted in each annex.



Part II: During an Emergency

Part II of DO/FO COO Plans describes planning for activities that will occur during an emergency situation.



VIII. Warning and Notification Procedures to Activate the DO /FO COO Plan.

This section describes how the DO/FO determines when to implement its COO Plan and how DO/FO staff members will be notified on the implementation.

A. Responding to Anticipated Emergency Situations.

Local conditions may create dangerous situations for DO/FO staff. Occasionally, Office of Personnel Management (OPM) or the local Federal Executive Board may direct that Federal offices be closed because of these situations. Example situations include severe weather conditions and scheduled large-scale demonstrations. Generally, these emergencies are short-duration and do not require implementation of office COO Plans. If needed, the DM/FM may request that plans be prepared to relocate essential services to other offices not affected by the planned emergency. Based upon the plan, DO/FO employees will be instructed on their responsibilities and actions.



B. Responding to Emergency Situations.

Table 8 of each annex includes DO/FO-specific procedures for assembling the EMT to determine if the COO Plan should be implemented. The table considers situations that occur during scheduled work hours as well as during non-work hours. A DO/FO Emergency Notification Tree in each annex establishes how the DO/FO staff members and the SO will be notified that an emergency situation exists at the DO/FO or that the COO Plan was implemented.

C. Preparing Personal Contingency Plans.

DO/FO EMT members need to develop personal contingency plans to ensure they have addressed personal and family situations that may impede their ability to respond to emergencies. The plans should include personal contacts to be made when the plan is activated, transportation arrangements that might be needed or affected, specific equipment or supplies to be transported, and other commitments that may be in conflict if a team member is not able to respond in a customary time frame. See Table 2 to identify example situations.

Table 2: What to Consider When Preparing a Personal Contingency Plan

- Personal contacts to be made when the SO COO Plan is activated.
- Transportation arrangements that may be affected.
- Other routine commitments and obligations that may be in conflict if an employee is not able to respond in a customary time frame, e.g., picking-up children at day-care.

IX. Accounting for SO Employees.

Occupant Emergency Plans document how offices account for employees and visitors.

X. Communications Plan.

DO/FOs are expected to coordinate their external affairs requirements with other local DOI offices that have external affairs capabilities, or with their SOs. DM/FMs are prepared to address immediately external affairs activities until assistance is available from other sources. Guidelines contained in Table 3 on the next page can be used until assistance is available.



External affairs support provided by the SO or another DOI agency will help provide orderly and accurate information to employees, stakeholders, and customers in cooperation with the media. As soon as possible, accurate information to explain the crisis, measuring being employed by the DO/FO for safety, recovery, and/or relocation is shared with the media and the public through the use of media announcements and press statements for use by the electronic media (radio, TV, Internet) and the press. COIN contains information for contacting local media.

Government Emergency Telecommunications System (GETS):

GETS is a telecommunications service that supports the National Communications System. The system allows authorized users to receive priority when placing telephone calls. All individuals assigned to the DO/FO EMT are authorized to use this system to place calls during emergency situations. All authorized user's should obtain GETS cards through their SO COO Coordinator.

Notification of Employees. Each annex contains a telephone tree describing how employees will be contacted during emergency situations.

Table 3: Guidelines for Helping the DO/FO Staff Adapt to Changing Circumstances

- Adopt a policy of full disclosure about what *is* and *is not* known, and deliver information in a non-patronizing manner.
- Avoid speculation and never mix facts with reassurance.
- Give a detailed accounting of what is being done to counter the threat.
- Recommend specific steps that people may take to protect themselves.

XI. Relocation / Alternate Work Sites.

Information about relocation sites is maintained in COIN. COIN contains addresses, points of contact, telephone numbers for gaining access, and information about the services available at the location site. Each DO/FO has identified at least one alternate site that is not expected to be affected by the same emergency situation that affects the primary site.



XII. Human Resources / Family Issues.

Emergency situations should be anticipated to have a significant impact on employees and their families. Recent events have reminded us that emergency incidents may result in the tragic loss of life and serious injuries. Survivors, both staff and family members, must deal with the aftermath of these situations, often addressing official responsibilities with family ones. Recognizing these requirements and the stresses that may be created, the DO/FO COO Plans provide specific support for both staff and family members. COIN contains the names of DO/FO staff members responsible for meeting human resources and family issues.

DO/FO Support to Human Resource and Family Issues. DM/FMs will ensure all time and attendance issues for their EMT are managed, to include relocation or specialized staffing requirements. If an event affects automated systems associated with payroll Federal Personnel Payroll System (FPPS), the DO/FO will ensure payrole obligations are met with support from SOs and the National Business Center (NBC) in Denver, CO. DM/FMs ensure the responsibilities listed below can be accomplished. NOTE: SO support may be used if it is coordinated during plan development.

Human Resource Issues
Notifying next-of-kin of casualties (deaths)
<p><i>Information Bulletin HR-2000-108, Employee Casualty Guide for Managers and Supervisors, dated August 31, 2000, describes the specific responsibilities for managing casualties of SO employees that occur on the job. The IB describes specific administrative procedures. Concerning notification of next of kin, the IB calls for the Responsible Management Official (RMO) to:</i></p> <ul style="list-style-type: none">✓ Ensures the State Director have been notified. (The SD notifies the Bureau Director.)✓ Notifies Chief, SO Law Enforcement. (SO Law Enforcement notifies the Chief, BLM Law Enforcement.)✓ Ensures the name of the deceased is not released to the media until the next-of-kin have been notified.✓ Determines who will serve as the Family Liaison, a DO/FO employee designated to assist the family.✓ Notifies the next of kin.✓ Records all contacts and actions taken in the casualty log (BLM Form 1400-113). <p>See the guide for specific responsibilities and forms for documenting the death and the events leading to it.</p>



Providing support to beneficiaries (of casualties)

DM/FMs ensure the procedures described in IB HR2000-108 are accomplished. In coordination with SO Human Resources staff, DO/FO personnel specialists:

- ✓ Establish a file containing all correspondence concerning the casualty.
- ✓ Review the Official Personnel Folder (OPF) or other available sources to determine whom the survivors are, the benefits, and how benefits may be obtained.
- ✓ Notify Department of Labor Office of worker's Compensation Program, and provide form CA-6 and a death certificate. (Death certificate is seen as soon as it is available.)
- ✓ Prepare a letter of condolence for the SD's signature.
- ✓ Contact Payroll Operations Office to estimate unpaid compensation due the next-of-kin.
- ✓ Provide assistance to next-of-kin, survivors, or beneficiaries, and identify agencies that provide benefits.
- ✓ Arrange for Employee Assistance Program (EAP) counselor to make site visits.

Completes all other responsibilities identified in HR2000-108.

Employee compensation, work hours and overtime

During an emergency, issues involving employee compensation, work-hours and overtime are delegated to the designated appropriate authorities to address as necessary with each employee. Employees may be asked to work whatever hours are necessary to carry out the mission of the DO/FO and agency to protect the government's interests as long as they are fully and properly compensated. There is no limit to the number of hours per day, or days per week an employee may be asked for work. Saturday, Sunday or other normally scheduled days off are considered workdays during the period of the incident as long as the individual is assigned to the incident. All individuals are assured pay for base hours of work, travel, or standby/on-call status at the appropriate rate of pay for each workday.

Work shifts

DO/FO EMT members must appropriately manage work and rest periods, assignment duration and operational periods for assigned team members to maintain safe, productive activities.

Compensation for employees working from home during an emergency

Individuals who are not supporting the EMT at the EOC will be instructed that their place of duty is their homes. Employees placed on administrative leave will be expected to be available by telephone during their usual work hours.

Reporting Time and Attendance

Revised time and attendance information will be submitted as soon as possible when the DO/FO begins to reestablish its normal operations.



Counseling

Each DO/FO is responsible for coordinating counseling support to its employees. The EAP is available to help DO/FO employees deal with the consequences and trauma that may be associated with emergency situations. EAP counselors are available by calling 1-800-222-0364, all day, all week, all year. The contractor that provides the EAP services, Federal Occupational Health, is prepared to provide additional counselors to meet DO/FO requirements during emergencies.

Processing personnel actions

Each DO/FO's servicing personnel center will coordinate the approval of temporary assignments. Under emergency operations, personnel may be temporarily assigned additional responsibilities at the direction of their appropriate managers.

XIII. Business Management.

Business management refers to activities that meet office-wide support needs. Important business management capabilities include: rerouting mail and delivery services to alternate locations, forwarding incoming telephone calls or reestablishing new telephone service, initiating emergency purchases and accounting for all expenditures related to the emergency response.

DO/FO Procedures. Business management practices are summarized in the following table.
NOTE: DO/FO specific contact information is maintained in COIN.

Mail and Deliveries

Each DO/FO will ensure that mail will be routed to the relocation site. The office will also notify other mail services such as UPS, FedEx, and other carriers that service the DO/FO.

Telephone

Each office will request the appropriate telephone service provider to redirect incoming calls to commonly used numbers to a staffed site (alternate location), if the damaged facility is unavailable for more than 5 days.

Supplies and Equipment

Basic office supplies and equipment will be available at the alternate site. Emergency purchase of supplies and equipment will be purchases as required. In coordination with the SO, the Assistant FM, Resources (or equivalent) will establish an Emergency Supplemental Fund Account. This account number will be used on all emergency charge card purchases and other procurement actions. In an emergency, DO/FO charge cardholders who have access to only the travel business line can also be given access to the purchase business line with approval from their supervisors and the SO Agency/Office Program Coordinator (A/OPC). Additionally, DO/FO Procurement Specialist can make single purchases that exceed \$2,500 (up to \$25,000). NOTE: Purchases to meet emergency needs must use the appropriate project code. Purchases above the allowable charge card limit and DO/FO contracting warrant(s), will be completed through the SO.



Records and Forms Management

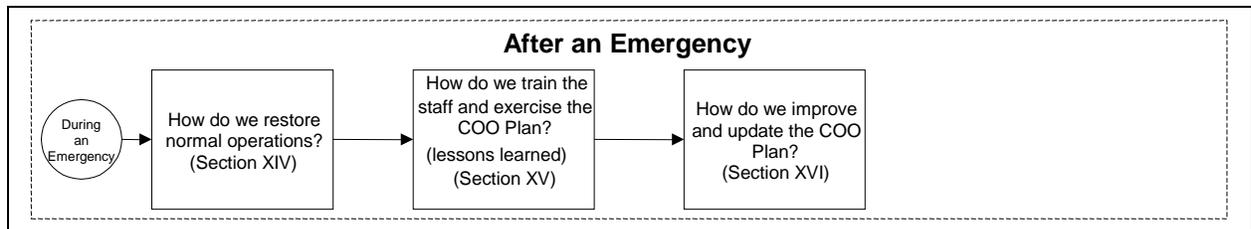
All the data files on the LAN servers and all the files on each user's network drive are routinely backed-up. Therefore, employees working on important, time-sensitive, or similar documents must backup their files from desktop computers to LAN servers. References and other guidance are readily available on the Intranet or Internet, services that are expected to be accessible at the alternate site.

Property Records and Inventories

Each DO/FO Property Manager will maintain property records at the alternate work site to support restoration and replacement requirements. Alternate work sites are equipped with commonly used office equipment and furniture. When an emergency occurs, Assistant DM/FM, Resources (or equivalent), will coordinate additional equipment requirements with the DM/FM.

Part III: After the Emergency

Part III describes actions to be taken to restore a DO/FO to normal operations, to update DO/FO COO Plans to incorporate lessons learned, and to train DM/FMs and their staffs on the revised response procedures noted from lessons learned.



XIV. Restoration of Normal Activities.

The ultimate purpose of the BLM DO/FO COO Plans is to restore the complete range of activities and functions normally performed by the DO/FO. Special efforts are taken immediately after an emergency situation subsides to ensure the EAFs identified by the DSDs can be performed. This section concerns steps taken to establish the DO/FO's remaining activities and functions.

Table 14 of each annex describes the DO/FOs restoration strategy. In general, it consists of coordinating the clean-up and recovery of the primary facility, when appropriate, and relocation activities from alternate locations to the primary facilities. If damage is extensive, DO/FOs must acquire space to temporarily or permanently replace their original facility.



XV. Training and Exercise Requirements.

To successfully implement DO/FO COO Plans, each DM/FM ensures all employees understand their COO responsibilities. Under continuity of operations planning, many individuals assume new responsibilities as the DO/FO's organizational structure changes and becomes more centralized. Manual procedures may replace automated ones and certain programs may be delayed until the functions return to normal operational levels.

A. Common DO/FO Objectives.

The objectives of the DO/FO COO Plans test and exercise effort are to:

- Validate COO plans, policies, and procedures.
- Test the alert and notification process using the COIN database and communications tree.
- Ensure DO/FO personnel can successfully deploy to alternate locations, respond to the immediate emergency, and reestablish EAFs until normal services are restored.
- Ensure that backup data, records and systems are available to support EAFs during emergency conditions.
- Ensure DO/FO personnel are prepared to meet changing threat conditions, phase down COO operations, and transition to normal activities when appropriate.

B. Employee Training and Plan Exercises.

Table 15 of each annex describes the DO/FO training and exercise policies.

XVI. Plan Maintenance and Currency.

Each DM/FM must certify the viability of his/her office's COO Plan annually. Each SD is expected to prescribe procedures to use in that state.

- DO/FO Coo Coordinators are responsible for updating information maintained in COIN, including personal information for staff members with COO responsibilities and subject matter experts.



Annex A: <Name of DO/FO> Continuity of Operations Plan

Table 1: Offices that Use this COO Plan

Name of DO/FO	Address

Table 2: Continuity of Operations Responsibilities and Assignments

NOTE to DO/FO COO Planner: 1) The responsibilities and assignments contained in this table are appropriate for all offices. 2) Please add additional ones you determine to be appropriate for your office.	District or Field Manager	<Name of Position>	<Name of Position>	DO/FO Employees
Ensure the DO/FO employees are aware of the CO/FO COO Plan through information.	√	√	√	
Be prepared to fulfill assignments in Sections VI, for Emergency Team (EMT) and VII, Success Authority.			√	
Upon implementation of the responsibilities described in A DO/FO EMT Implementation of this Annex, DO/FO EAFs.			√	
Update Appendices A and B to identify the EAFs required responsibilities under emergency.			√	
Ensure user's manuals, vital to perform EAFs are maintained (See Table 5 of this Annex.)			√	
Establish telephone notification procedures that support the rapid notification of personnel of emergency situations during work and non-work hours.	√	√	√	
Test notification procedures quarterly (Telephone trees)	√	√	√	
Ensure personnel receive annual training on their responsibilities under the DO/FO COO Plan.	√			
Develop a personal contingency plan to ensure effective response to unscheduled emergencies.	√	√	√	√
Advise supervisor and human resources management of any change in home telephone numbers or addresses.	√			√

TO DO/FO COO Coordinator:

Revise Table 2, as appropriate, to reflect who is responsible for each topic. NOTE that these responsibilities belong in every BLM COO Plan. Additional responsibilities can be added at the discretion of the DO/FO.

(Delete this box when finished.)



Table 3: Summary of Threats and Risks to the State Office

LIFE-THREATENING CONDITIONS	EXAMPLES	MITIGATION MEASURES
<ul style="list-style-type: none"> • Building Fire 	<ul style="list-style-type: none"> • Smoke • Fire 	<ul style="list-style-type: none"> • Building code inspections • Suppression/sprinkler systems • Extinguishers • Occupant Emergency Plans
<ul style="list-style-type: none"> • Human-Caused Disruptions 	<p>TO DO/FO COO Coordinator: Revise Table 3, as appropriate, to reflect office's threats and risks.</p> <p style="color: red;">(Delete this box when finished.)</p>	<ul style="list-style-type: none"> • Physical security programs • Contracted Guards • Proximity Card II (HID) lock system • Employee ID badges • Note: Per Boston Properties procedures, fire alarms should be used. • Contact local law enforcement
OTHER CONDITIONS		
<ul style="list-style-type: none"> • Inaccessible Facilities (Structurally sound facility but inaccessible due to closure) 	<ul style="list-style-type: none"> • Weather-related • Crime scene • Lapse of Appropriations 	<ul style="list-style-type: none"> • Media alerts • <SO OR DO OR FO> status of operations phone message • Internet • Telephone notification • Mail handling guidelines
<ul style="list-style-type: none"> • Facility System Failures 	<ul style="list-style-type: none"> • Electrical power • HVAC • Water Supply 	<ul style="list-style-type: none"> • Building evacuation lighting • UPS for computers • Backup generator supplies power to security doors and hall lights. Will run for 100 hrs.
<ul style="list-style-type: none"> • Information/ Cyber Disruptions 	<ul style="list-style-type: none"> • Sabotage • Virus • Servers/Email 	<ul style="list-style-type: none"> • Controlled system access • Virus detection software • Email advisories back-up servers
<ul style="list-style-type: none"> • Hazardous Material 	<ul style="list-style-type: none"> • Records cleaning chemicals 	<ul style="list-style-type: none"> • Disposing process • MSDS Hazmat data sheets



Table 4: Summary of Office Essential Activities and Functions

Timeline	Responsible Position
0-4 Hours	
<ul style="list-style-type: none"> ▪ Protect employees, visitors and associates 	Safety manager
<ul style="list-style-type: none"> ▪ Initiate emergency management team 	DM/FM
<ul style="list-style-type: none"> ▪ Communicate with senior management 	
4-8 Hours	
8-12 Hours	
12-24 Hours	
24-36 Hours	

TO DO/FO COO Coordinator:

Complete Table 4 to identify when EAFs must be provided and identify office position that is responsible for ensuring the EAF can be accomplished during an emergency situation. Each EAF should be explained in more detail in Appendix B of this Annex.

(Delete this box when finished.)



Table 5: Information Systems and Vital Records

Section 1: Remarks about Basic IT and Records Management Capabilities			POC
<ul style="list-style-type: none"> ▪ Discuss use of telecommunication sites, if available. ▪ Describe other office-unique capabilities and concerns. ▪ Summarize what information is maintained in COO 			Identify position responsible
Section 2: Email During Emergency Situations			
Describe how Email will be provided at alternate sites			
Section 3: Information Systems Required to Support Essential Activities and Functions			
EAF	IT System	How Provided	
For each EAF, identify the IT system needed to perform it.	Identify IT System	Summarize how record will be accessed at alternate work-sites	
Section 4: Emergency Operating Records (EOR) Needed to Perform Essential Activities and Functions			
EAF	Emergency Operating Record	How Provided	
For each EAF, identify each EOR needed to perform it.	Name of record	Summarize how record will be accessed at alternate work-sites	Identify position responsible
Section 5: Records Requiring Special Protection			
Name of Record	Where Maintained	How Protected	
			Identify position responsible
Section 6: Records Recovery Procedures			
Summarize how destroy records will be recovered. NOTE: May refer to office's records management plan, if the RMP is included as an appendix to this Annex.			Name of position responsible
Section 7: Reconstitution of Electronic Records Recovery Procedures			

TO DO/FO COO Coordinator:

Complete this table to incorporate information specific to your office. The office's records management plan and IT Contingency Plan may have much of the information. Section 3 should support EAFs identified in Appendix B of this Annex.

(Delete this box when finished.)



Summarize how electronic records will be reconstituted for use at the alternate work sites and when normal services are restored. NOTE: This information should be a summary of what is in IT Contingency Plan.	Name of position responsible
---	------------------------------

Table 6: Location of Assembly Points and Office Emergency Operating Centers

Scenario	Assembly Point (if during working hours)	Emergency Operating Center (Where EMT Goes)
Permanent Facility is Affected	<i>Describe Location</i>	<i>Describe Location</i>
Geographic Area is Affected	<i>Describe Location</i>	<i>Describe Location</i>
<i>Other, as determined by DO/FO</i>	<i>Describe Location</i>	<i>Describe Location</i>

Table 7: Orders of Succession and Delegation of Authority

Section 1: Order of Succession	
District Manager/Field Manager	
Alternate 1: <i>Identify (by position)</i>	Alternate 2: <i>Identify (by position)</i>
Position 1	
Alternate 1: <i>Identify (by position)</i>	Alternate 2: <i>Identify (by position)</i>
Position 2 (repeating for each position on EMT)	
Alternate 1: <i>Identify (by position)</i>	Alternate 2: <i>Identify (by position)</i>
Section 2: Delegation of Authority	
<i>Describe any delegations of authority that have been formally documented to the DO/FO.</i>	



Table 8: Responding to Emergency Situations

How the COO Plan is Initiated
In the absence of the Manager, individuals in the following positions are authorized to assemble the Office EMT: <ul style="list-style-type: none">▪ Alternate 1: <i>Enter Position</i>▪ Alternate 2: <i>Enter Position</i>▪ Alternate 3: <i>Enter Position</i>▪ Alternate 4: <i>Enter Position</i>
Implementing the Plan During Work Hours
As detailed in the <i>Evacuation and Emergency Procedures Plan</i> , members of the EMT report to the EOC if an obvious emergency situation exists at the DO/FO. After assessing the situation the DM/FM will notify the SO and take other actions, as appropriate, to protect the health and safety of employees and visitors.
Implementing the Plan During Non-Work Hours
<i>Describe how the COO Plan will be activated during non-work hours. Include: how the office is notified that an emergency situation exists, how the EMT will be contacted and where they will meet (Perhaps via conference call??), and how employees and the SO will be notified on the decision.</i>

Table 9: Accounting for DO/FO Employees

<i>NOTE: Occupant Emergency Plans usually describe how the office will account for employees facing an emergency situation at its facility. This table is used if the DO/FO wants to provide additional information. If no additional information is provided, enter "NOT USED" in the table.</i>

Table 10: Communications Plan

<i>Describe how the DO/FO will receive external affairs support when responding to an emergency situation.</i>
<i>NOTE: COIN should contain contact information for the media.</i>

Table 11: Relocation / Alternate Work Sites

Information about relocation/alternate work sites is maintained in COIN.
--

Table 12: Human Resources / Family Issues

Positions assigned responsibilities for conducting human resources services during emergency situations are identified in COIN. Incumbents in those positions are responsible for ensuring that forms, references, and other materials are available at the alternate sites.
--



Table 13: Business Management

Positions assigned responsibilities for conducting business management services during emergency situations are identified in COIN. Incumbents in those positions are responsible for ensuring that forms, references, and other materials are available at the alternate sites.
COIN also contains the names and telephone numbers of vendors needed to change mail delivery and provide essential supplies and equipment.

Table 14: Restoration of Normal

TO DO/FO COO Coordinator:
Develop this table to describe how the office will restore itself to normal activities. Consider two basic situations. 1) when the office will be restored within 30 days, and 2) when more than 30 days are required to restore normal capabilities (as when the building has sustained major damage).
(Delete this box when finished.)

Table 15: Training and Exercise Requirements

TO DO/FO COO Coordinator:
Describe how often individuals (new employees and those needing refresher training) will be familiarized with the office COO Plan, how often the training will be conducted, and who does it.
Identify how the EMT will be trained: responsible position, frequency, what happens with lessons-learned.
(Delete this box when finished.)



APPENDIX A

Procedures and Resources to Implement Essential Activities and Functions

This checklist outlines the common responsibilities of DO/FO managers and staff during emergency situations that MAY cause their COO Plan to be implemented. As members of the DO/FO EMT, Assistant DM/FM:

- Assist the DM/FM in developing response goals and objectives for the emergency response.
- Restore the pre-emergency capabilities of their areas of responsibility.
- Keep the DM/FM informed of the situation and resource status within operations.

Responsibilities:

- I. **Pre-Emergency.** To prepare to respond effectively to an emergency at the DO/FO, each assistant manager and supervisor will:
 - A. Be prepared to report to the EOC whenever evacuation alarms sound.
 - B. Ensure contact information for his or her support staff is maintained in COIN.
 - C. Develop and carry phone list cards with relevant information to help contact Office EMT members and support staff.
 - D. Pre-position records, user manuals or other written materials that may be needed in an emergency. (See Table 5 of this Annex, Information Systems and Vital Records, for items determined to be vital records requiring location at the alternate sites.)
 - E. Prepare personal family preparedness plans that support their ability to respond to emergency requirements, and encourage staff members to do the same.
 - F. Develop lists of essential employees (e.g. subject matter experts) to be called upon if needed.
 - G. Maintain electronic copies of important working papers and documents on the BLM LAN server and require their staffs to do so.
 - H. Encourage individuals assigned laptop computers to take them home in the evenings, thus making them available during an emergency at the WO.
 - I. Ensure their employees know the locations and contact information for planned Office EOC and relocation sites.
- II. **During the Emergency.** When an emergency occurs each assistant DM/FM and supervisor who is a member of the EMT will:
 - A. Implement the Evacuation and Emergency Procedures Plan in order to protect employees and visitors, account for personnel at the assembly points (coordinate with Chief, Law Enforcement and the Office Safety Specialist); and submit employee status report to the EOC.



- B. Report to the EOC and participate in discussions to determine when the facility experiencing the emergency will be operational and otherwise available to support DO/FO responsibilities.
- C. Advise the DM/FM concerning:
 - 1. Whether to release employees and place them on administrative leave with pay for the day or the next few days;
 - 2. Whether the DO/FO should relocate to its alternate site; and
 - 3. Other immediate actions that must be taken by managers and supervisors to fulfill their emergency management responsibilities.
- D. Inform staff and other supervisors of the plan to relocate (when directed by the DM/FM or the designated representative.) NOTE: Limited numbers of staff members may be directed to report; others will remain accessible.
- E. Document actions and decisions made to support a review of lessons-learned to improve the DO/FO COO Plan.

III. After the Emergency. After the immediate responses to an emergency are complete, the DO/FO must take steps to reestablish its normal operations.

A. Within 1 day of an Emergency:

- 1. Develop a staffing schedule for the alternate work site, e.g., 8 hour, 12 hour or 24 hour.
- 2. Ensure staff members have been reminded of their responsibilities under emergency situations. In general, staff members not otherwise assigned specific emergency management responsibilities should be expected to be accessible during normal work hours. They should be available to respond to specific needs, if requested by their supervisor or the DM/FM.
- 3. Request assistant managers and specialists to identify pending issues, ongoing activities and programs that may create special management problems if they are not sustained, despite the emergency operating situation that is limiting access to the office's normal capabilities.
- 4. Advise Assistant DM/FM of logistical requirements and capabilities needed to accomplish unforeseen.
- 5. Advise Information Resources Management Specialist of IT requirements and capabilities needed to accomplish unforeseen tasks identified by the assistant managers and supervisors.

B. Within 3 days of an Emergency:

- 1. Support litigation and FOIA activities by providing access to subject matter experts.
- 2. Begin to provide EAFs identified in the DO/FO COO Plan.



3. Provide stakeholders the location and contact information for the alternate work site. NOTE: Web site will be used when feasible.

<Name of Position on EMT>
(Repeat this section for each member of the EMT)
Rapid Response Checklist

Responsibilities:

Before an Emergency. The <Name of Position> will:

Summarize what the position should do BEFORE an emergency that is unique to that position.
(Common preparations are listed above.)

Xxxx
Xxxxx

During an Emergency. Summarize what the position should do BEFORE an emergency that is unique to that position.

(Common preparations are listed above.)

Xxxxx
Xxxxx

After an Emergency. *Summarize what the position should do BEFORE an emergency that is unique to that position. (Common preparations are listed above.) Place the activities on a timeline.*

Within 4 hours of an emergency.

Within 8 hours of an emergency.

Within 12 hours of an emergency.

Within 24 hours of an emergency.

Within 48 hours of an emergency.



APPENDIX B

DO/FO Essential Activities and Functions

Appendix B describes the EAF and the documents, systems, and equipment required to perform them. They are grouped by the position responsible for accomplishing the EAF.

Essential Activities and Functions

Identified by <Name of Position>

- **Describe the EAF.** Identify what is done before an emergency to prepare to conduct this EAF, and which positions and systems are required to perform it.

- **Describe the EAF.** Identify what is done before an emergency to prepare to conduct this EAF, and which positions and systems are required to perform it.

(Repeat as necessary for each Position)



APPENDIX C

Using Email Capabilities During Emergency Operations

This appendix describes steps individuals must take to access Lotus Notes Email from alternate locations through the local area network, or through the Internet. To ensure SO employees can access their own mail remotely, the following steps must be taken BEFORE an emergency occurs: **(Note: SO lotus notes email administrators are the only authorized people to set up and change an employee's internet username and password in the BLM address book.)** To set the Lotus Notes password each employee must do the following from the workstation they currently use to access Lotus Notes:

- a. Click: *File, Database, Open*.
 - b. Change the "server" field to "LMES1/BLM/DOI" or "LMES2/BLM/DOI."
 - c. Scroll down and double click on "*BLM's Address Book*".
 - d. Find the user's name and click "*Edit Person*".
 - e. Enter a new "Internet Password," click "*Save and Close*".
2. Maintain a portable copy of their Lotus Notes "ID" file. To save a copy of the Lotus Notes "ID" file, each employee must do the following from the workstation they currently use to access Lotus Notes. ***.ID file can be found in G:\notes_data directory.**
- a. Insert formatted floppy in drive "A".
 - b. Click "*Start*," choose "*Search or Find*" and enter "*.id" in the search field, click "*Go Search Now*".
 - c. When the Lotus Notes "ID" file is found right click on your "ID" file e.g. "Janeblm.id" and choose "*Send to 3 ½" Floppy or Copy to a:*".
 - d. Be prepared to provide a copy of the ID file to the host IT administrator at the alternate location. The IT administrator will help individuals to access Lotus Notes via local guest login on a BLM standard desktop PC.

Individuals who are assigned to duties at home or a telecommuting site can access the SO Lotus Notes server over the Internet by dialing into the VPN server in Denver. Once the connection is established, enter <http://web.es.corp.blm.gov> in the web browser. A list of names is returned, scroll down and click on your name. You are prompted for user name and password.

- e. In the "*Location*" bar enter the following: "http:\\158.68.24.14" or "http:\\158.68.31.27"
- f. Scroll down and find your user name, e.g., "Jane BLM." Click once and enter your user "ID" e.g. "Jblm" and "Internet Password."



**Completing and Certifying State, Center, and Field Office COO Plans
Washington Office Comments
January 17, 2003**

Question 1: When must we complete the FO COO Plans?

Response: IM 2002-181 states COO Plans must be completed for ALL BLM Offices by September 15, 2003 when the state/center directors must certify that viable COO Plans have been prepared for each of their facilities. That date will not be changed.

Field Offices are encouraged to prepare their plans in the next few months (before the 2003 field season) to ensure the plans are completed and their state directors can certify COO Plans are in place. Note that extensions to the certification date cannot be given because the Director must certify all bureau COO Plans to the Secretary by September 30, 2003.

Question 2: Who should review the FO COO Plans to ensure they comply with guidance published by FEMA, DOI, and the Bureau?

Response: State COO Coordinators should be expected to advise their State Directors on the viability of their FO COO Plans. A WO review is not required, however, Don Bradley will be available to review a sample of plans submitted, if desired.

Question 3: Must the template be used by the FOs?

Response: The template was designed to simplify the COO Plan development effort. Offices that have already published plans are encouraged to update them using the proposed format. (Remember, only the annex must be completed. The annex basically consists of very simple tables into which office-specific information is entered.)

FOs developing COO Plans for the first time are strongly encouraged to use the template.

Question 4: Does the WO need copies of Center, State and Field Office COO Plans?

Response: Yes. During 9/11 the WO was frequently asked questions about locations, essential activities and functions, etc. Unfortunately, that information was not readily available in Washington. State/Center COO coordinators should provide electronic files of their COO Plans at the time they are submitted for action by the Director. Consistent with the BLM standard, the documents should be submitted formatted in MS Word.