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Re: FOIA No.: 820-2017-002677 (COOP prepared by EEOC)

Your Freedom of Information Act (FOIA) request, received on January 31, 2017 is processed. Our search began on March 6, 2017. The initial due date was extended by 10-business days to March 15, 2017. All agency records in creation as of March 6, 2017 are within the scope of EEOC's search for responsive records. The paragraph(s) checked below apply.

- ☒ [X] Your request is granted.
- ☐ [] Your request is denied pursuant to the subsections of the FOIA indicated at the end of this letter. An attachment to this letter explains the use of these exemptions in more detail.
- ☐ [] Your request is procedurally denied as ☐ [] it does not reasonably describe the records you wish disclosed, or ☐ [] no records fitting the description of the records you seek disclosed exist or could be located after a thorough search, or ☐ [] the responsive records are already publically available. See the Comments page for further explanation.
- ☐ [] Your request is granted in part and denied in part. Portions not released are withheld pursuant to the subsections of the FOIA indicated at the end of this letter. An attachment to this letter explains the use of these exemptions in more detail.
- ☐ [] Your request is closed for administrative reasons. An attachment to this letter further explains this closure.
- ☐ [] A fee of \$ 0.00 is charged. Charges for manual search and review services are assessed according to the personnel category of the person conducting the search a. Fees for search services range from \$5.00 per quarter hour to \$20.00 per quarter hour. Direct cost is charged for computer search and in certain other circumstances. Photocopying is .15 per page. 29 C.F.R. §1610.15. The attached Comments page further explains the direct costs assessed. The fee(s) charged is computed as follows:
- ☐ [] Commercial use request: ☐ [] pages of photocopying; ☐ [] quarter hour(s) of ☐ [] review time; and ☐ [] quarter hour(s) of ☐ [] search time. Direct costs are billed in the amount of ☐ [] for ☐ [];
- ☐ [] Educational or noncommercial scientific institution or a representative of the news media request: ☐ [] pages of photocopying. The first 100 pages are provided free of charge; and

Re: FOIA No.: 820-2017-002677

- ☐ All other requests: ☐ pages of photocopying and ☐ quarter hour(s) of search time. Direct costs are billed in the amount of ☐ for ☐. The first 100 pages and the first two hours of search time are provided free of charge.
- ☐ Please submit payment of \$ 0.00 by either:
- (1) Credit card at pay.gov. Visa, MasterCard, American Express and Discover credit cards are accepted. Debit cards bearing the Visa or MasterCard logo are also accepted. We will finish processing your request after EEOC receives a copy of your pay.gov credit or debit card receipt or
 - (2) Check, payable to the United States Treasurer, to the address above.
- ☐ The disclosed records are enclosed. No fee is charged because the cost of collecting and processing the chargeable fee equals or exceeds the amount of the fee. 29 C.F.R. § 1610.15(d).
- ☐ The disclosed records are enclosed. Photocopying and search fees have been waived pursuant to 29 C.F.R. § 1610.14.
- ☐ I trust that the furnished information fully satisfies your request. If you need any further assistance or would like to discuss any aspect of your request please do not hesitate to contact the FOIA Professional who processed your request or our FOIA Public Liaison (see contact information in above letterhead or under signature line).
- ☒ You may contact the EEOC FOIA Public Liaison for further assistance or to discuss any aspect of your request. In addition, you may contact the Office of Government Information Services (OGIS) to inquire about the FOIA mediation services they offer.
- The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, email at ogis@nara.gov; telephone at (202) 741-5770; toll free 1-877-684-6448; or facsimile at (202)741-5769.
- The contact information for the FOIA Public Liaison: (see contact information in the above letterhead or under signature line).
- ☐ If you are not satisfied with the response to this request, you may administratively appeal in writing. Your appeal must be postmarked or electronically transmitted in 90 days from receipt of this letter to the Office of Legal Counsel, FOIA Programs, Equal Employment Opportunity Commission, 131 M Street, NE, 5NW02E, Washington, D.C. 20507, or by fax to (202) 653-6034, or by email to FOIA@eeoc.gov. <https://publicportalfoiapaal.eeoc.gov/palMain.aspx>. Your appeal will be governed by 29 C.F.R. § 1610.11.

Re: FOIA No.: 820-2017-002677

[X] See the attached Comments page for further information.

Sincerely,

/s/Sdgarner

Stephanie D. Garner
Assistant Legal Counsel
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Comments

This is in response to your Freedom of Information Act (FOIA) request. You request the following:

1. A copy of the COOP Pandemic Influenza Template posted on the EEOC Insite internal website.
2. A digital/electronic copy of the Executive Briefing for Pandemic developed by Excalibur Associates, Inc., a contractor under EEOC contract, sent to Office Directors on February 6, 2008.
3. A copy of the table of contents of the current EEOC Headquarters COOP plan.
4. A copy of the current EEOC New Orleans Field Office COOP plan.

Your request is granted. Attached for your review are the following records:

COOP Pandemic Executive Briefing (25 pages), dated 12-18-07
COOP Pandemic Template (74 pages), dated 12-18-07
COOP Update Pandemic Influenza Memo (2 pages), dated 2-6-08
COOP Table of Contents (1 page), 3-2012
COOP New Orleans (52 pages), 4-2017

This response was prepared by Tracy L. Smalls, Government Information Specialist, who may be reached at 202-663-4331.



EEOC COOP Pandemic Template

Equal Employment Opportunity Commission (EEOC) Pandemic Influenza and Continuity of Operations (COOP) Planning

December 18, 2007



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This report is provided by Excalibur Associates, Inc. in partial fulfillment of EEOC Contract 7CF0000224

SECTION 1

1 INTRODUCTION

The Federal Government performs essential functions and services that may be adversely impacted in the event of a natural or man-made disaster. In such events, all government Departments and Agencies should have plans to continue to operate their core missions. Maintaining essential functions and services is a vital element in an organization's ability to continue operations. Continuity of operations for various agencies, businesses, and governmental jurisdictions may be disrupted during a pandemic; therefore, it is important for these entities, in particular, the Equal Employment Opportunity Commission (EEOC) to ensure it can execute its essential missions in the event of a threat to its normal continuity of operations. Federal Preparedness Circular (FPC) 65, Federal Executive Branch Continuity of Operations (COOP), provides guidance to Federal Executive Branch Departments and Agencies for use in developing contingency plans and programs for COOP. COOP planning is intended to ensure the performance of Department and Agency essential functions across a wide range of all-hazards emergencies. The Federal Implementation Plan for the National Strategy for Pandemic Influenza acknowledges that an influenza pandemic will require specialized planning beyond that addressed in FPC 65. To address this, Federal Emergency Management Agency (FEMA) issued a memorandum on March 1, 2006, "Continuity of Operations (COOP) Pandemic Influenza Template Guidance." The memorandum provides guidance to Federal Executive Branch Departments and Agencies for incorporating pandemic influenza considerations into their COOP planning.

1.1 PURPOSE

In the event of a pandemic influenza, the EEOC will continue to play a key role in protecting the American population from discrimination and must continue to operate as an agency. Planning for a pandemic influenza is critical. The following Draft COOP Pandemic Influenza Template Outline identifies important specific activities that EEOC must accomplish now, and be prepared to accomplish in the event of a pandemic influenza COOP implementation, many of which will assist the EEOC in other emergencies.

This COOP Pandemic Template provides the framework at the macro level to EEOC District and other offices to further develop a comprehensive Pandemic Annex to the existing EEOC COOP Plan(s). Federal Interagency planning guidance requires the development of a COOP Pandemic Annex. This Template takes the first major planning step that will provide EEOC Headquarters, District Offices and other EEOC offices the ability to plan for maintaining essential functions and routine services during a severe influenza pandemic, and ensure compliance with Federal COOP and Pandemic planning guidance. This annex neither replaces nor

supersedes the current approved EEOC Headquarters COOP Plan; rather it supplements it, bridging the gap between the traditional, all-hazards COOP planning of FPC 65 and the specialized COOP planning required for a pandemic by addressing those considerations, challenges, and elements specific to the dynamic nature of a pandemic.

This Template when developed into a COOP Plan Pandemic Annex emphasizes that maintaining essential functions in a pandemic environment may not entail an official “COOP” declaration, that maintaining essential functions may be accomplished through contact intervention (social distancing) strategies, and may not require the relocation of the entire EEOC Headquarters Emergency Relocation Group. The Template recognizes that relocation may be necessary due to a separate or concurrent event, which is a Federal Interagency Pandemic planning requirement. Since these requirements apply across all levels of EEOC this Annex is intended to provide a common framework that will allow the entire EEOC organization, including Headquarters personnel, all District and other offices to tailor to the unique requirements of their facilities and geographical locations.

1.2 CONTINUITY OF OPERATIONS (COOP) PANDEMIC TEMPLATE GOALS

The primary goal of the COOP Pandemic Template is to quickly and safely facilitate EEOC HQ and Field Office decision checklists to facilitate further COOP preparedness, activation, implementation and reconstitution following a Pandemic Influenza. EEOC will be prepared to continue operations, necessary staffing, organization, data, and resources to initiate COOP Pandemic operations within 12 hours, and sustain COOP pandemic operations for up to 90 days.

1.3 CONCEPT OF OPERATIONS

This COOP Pandemic Template is built upon the assumption that the Pandemic Influenza Federal Response Stages will serve as the Pandemic COOP Plan activation criteria or “triggers” for EEOC COOP Pandemic Phased actions. As such, checklists aligning specific macro planning responses within the Template necessary for the next step to fully develop the COOP Pandemic Annex Template into the COOP Pandemic Annex “Plan” in each of the 11 traditional areas of COOP for each Federal Response Stage are included within Sections 3 through 7.

1.4 PANDEMIC PLANNING ASSUMPTIONS

This COOP Pandemic Template was developed based upon extensive review and incorporation of U.S. Government references that included, but were not limited to the overarching planning assumptions provided in the National Strategy for Pandemic Influenza Implementation Plan, Federal Preparedness Circular (FPC) 65, which will shortly be replaced by FCD 1 that is assumed to have no significant deviations from FPC 65, and the FEMA Pandemic Influenza Continuity of Operations (COOP) Annex Template Instructions. Further, this information was augmented by an extensive interview of selected EEOC senior management, managers and

senior staff at the HQ and District Office levels. This was utilized to identify various factors and assumptions unique to EEOC. These included key EEOC routine operations, dependencies, priorities, cross-training and other training requirements, legal constraints, and historical COOP lessons from various natural and man-made disasters such as Hurricanes Katrina, Rita, and the 9-11 terrorist attack on the World Trade Center, and subsequent collapse of the World Trade Center 7.

A. GENERAL PANDEMIC ASSUMPTIONS

- Susceptibility to the pandemic influenza virus will be universal.
- Efficient and sustained person-to-person transmission signals an imminent pandemic.
- The clinical disease attack rate will likely be 30 percent or higher in the overall population during the pandemic. Illness rates will be highest among school-aged children (about 40 percent) and decline with age. Among working adults, an average of 20 percent will become ill during a community outbreak. Some persons will become infected but not develop clinically significant symptoms. Asymptomatic or minimally symptomatic individuals can transmit infection and develop immunity to subsequent infection.
- Of those who become ill with influenza, 50 percent will seek outpatient medical care. With the availability of effective antiviral drugs for treatment, this proportion may be higher in the next pandemic.
- The number of hospitalizations and deaths will depend on the virulence of the pandemic virus. Estimates differ about 10-fold between more and less severe scenarios. Two scenarios are presented based on extrapolation of past pandemic experience (Table 1). Planning should include the more severe scenario. Risk groups for severe and fatal infection cannot be predicted in advance with certainty and may differ from the seasonal flu. The groups most vulnerable to the seasonal flu typically include infants, the elderly, pregnant women, and persons with chronic medical conditions.
- Rates of absenteeism will depend on the severity of the pandemic. In a severe pandemic, absenteeism attributable to illness, the need to care for ill family members, and fear of infection may reach 40 percent during the peak weeks of a community outbreak, with lower rates of absenteeism during the weeks before and after the peak. Certain public health measures (closing schools, quarantining household contacts of infected individuals, “snow days”) are likely to increase rates of absenteeism.
- The typical incubation period (interval between infection and onset of symptoms) for influenza is approximately two days.
- Persons who become ill may shed virus and can transmit infection for up to one day before the onset of symptoms. Viral shedding and the risk of transmission will be greatest during the first two days of illness. Children usually shed the greatest amount of virus and therefore are likely to pose the greatest risk for transmission.
- On average, infected persons will transmit infection to approximately two other people.
- A pandemic outbreak in any given community will last about six to eight weeks for each wave of the pandemic.

- Multiple waves (periods during which community outbreaks occur across the country) of illness could occur with each wave lasting two-three months. Historically, the largest waves have occurred in the fall and winter, but the seasonality of a pandemic cannot be predicted with certainty.
- The stages of the pandemic should occur sequentially, though they may overlap or occur so rapidly as to appear to be occurring simultaneously or being skipped. For example, the pandemic could spread so rapidly that Federal Government Response Stages 3 and 4 may be activated simultaneously or a change from Stage 3 to 5 is ordered.

Sample Table 1: Number of Episodes of Illness, Healthcare Utilization, and Death Associated with Moderate and Severe Pandemic Influenza Scenarios*

Characteristic	Moderate (1958/68-like)	Severe (1918-like)
Illness	90 million (30%)	90 million (30%)
Outpatient Medical Care	45 million (50%)	45 million (50%)
Hospitalization	865,000	9,900,000
ICU Care	128,750	1,485,000
Mechanical Ventilation	64,875	745,500
Deaths	209,000	1,903,000

*Estimates based on extrapolation from past pandemics in the United States. Note that these estimates do not include the potential impact of interventions not available during the 20th century pandemics.

B. AGENCY ASSUMPTIONS

- The COOP Plan Annex for a Pandemic will be tailored toward a severe 1918-like case scenario.
- EEOC will be operational during a pandemic influenza outbreak.
- All EEOC Offices have actionable COOP plans and capabilities in accordance with FPC 65 and FEMA COOP Pandemic Template Instructions.
- EEOC will implement early in the crisis, situational dependent, a mass implementation of the telework program.
- Alternate facilities may be activated for use during a pandemic. EEOC may make its alternate facilities, along with other locations, available to be used as a precaution to separate staff, e.g., implement social distancing protocols. A pandemic influenza event does not necessarily require the use of alternate facilities.

- Essential functions, EEOC operations and support requirements will continue to be people-dependent. These activities require human interactions to be carried out, however many interactions may not require face-to-face contact or can be conducted with precautionary measures.
- Use of the Internet, email, telephone and facsimile and automated datasets will be leveraged to the maximum extent possible to minimize social interaction within EEOC and with EEOC customers.
- Travel restrictions, such as limitations on mass transit, implemented at Federal, State, local and/or Tribal levels will affect the ability of staff to get to work, especially in major metropolitan areas directly impacted by the Pandemic.

SECTION 2
COOP PANDEMIC ANNEX

2 COOP PANDEMIC ANNEX

The Elements of a Viable COOP Capability section should address the 11 traditional elements of COOP in the context of a pandemic influenza.

2.1 PLANS AND PROCEDURES

EEOC pandemic influenza COOP planning and response actions shall be appropriately linked to the Federal Government Response Phases (see Appendix A). A change from one Federal Government Response Phase to another automatically activates certain readiness measures and procedures.

2.1.1 Pandemic Coordinators and Pandemic Response Teams

The EEOC Chair has designated (Insert name) as the EEOC Pandemic Coordinator. The EEOC has designated (Insert name) to serve as the Alternate Pandemic Coordinator. EEOC will establish a Pandemic Response Team (PRT) to anticipate the impacts of a pandemic on EEOC and to assist with developing strategies to manage the effects of a pandemic outbreak. Each Component shall establish and designate a Pandemic Coordinator and identify and designate a Component-level PRT to support the Pandemic Coordinator, with representatives of all relevant stakeholders. The Pandemic Coordinator should work closely with the Component's COOP Program Manager. The COOP Program Manager shall also serve as a member of the Component's PRT if he or she is not already designated as the Component's Pandemic Coordinator.

The EEOC PRT is composed of the following members:

- (Insert names and positions)

2.1.2 Sustaining Operations

Sustaining operations during the pandemic will be performed until normal business activity can be reconstituted; this may take longer than 30 days. The principal focus in making this determination will be the minimization of the effects of a pandemic on staff and operations. EEOC Headquarters will emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and a mass emergency telework program to sustain operations.

2.1.3 Risk Communications

EEOC shall develop a Risk Communications Plan for communicating with stakeholders (internal and external). A change from one Federal Government Response Phase to another automatically triggers certain EEOC Phases and associated readiness measures. When conditions change from one Federal Response Stage to another, or as directed by the Chair, EEOC Headquarters COOP Emergency Relocation Group (ERG) members receive pre-recorded or customized messages from EEOC leadership. In a pandemic influenza environment, EEOC pandemic COOP planning and response actions shall be appropriately linked to the Federal Government Response Phases and EEOC Phases (see Appendix A for a mapping of World Health Organization (WHO) Global Pandemic Phases to Federal Government Response Stages). A change from one Federal Government Response Phase to another automatically triggers certain readiness measures and procedures, which in turn triggers certain EEOC readiness measures and procedures.

2.1.4 EEOC Response Phases

The Secretary of Homeland Security, in coordination with Department of Health and Human Services, the White House Homeland Security Council, and other Federal partners, as required, shall set the Federal Government Response Stages as a pandemic evolves. EEOC Headquarters and Components will utilize their own internal customized phases to supplement the Federal Government Response Phases in order to achieve a higher state of readiness. The EEOC Leadership will need to implement the corresponding actions associated with each change in Federal Government Response Phase and then communicate that action to his/her organization.

The COOP Pandemic Annex (Template) is divided into six (6) core sections that covers 5 (five) EEOC COOP phases including a “Pre-pandemic phase.” The checklists are to be considered a decision support tool (checklist), and not an independent COOP Plan.

- COOP PANDEMIC ANNEX
- COOP CHECKLIST: EEOC ACTIONS PRE-PANDEMIC PREPAREDNESS PHASE
- COOP CHECKLIST: EEOC ACTIONS PHASE 1: 0-12 HOURS
- COOP CHECKLIST: EEOC ACTIONS PHASE 2: DAYS 1-30
- COOP CHECKLIST: EEOC ACTIONS PHASE 3: DAYS 31-90
- COOP CHECKLIST: EEOC ACTIONS PHASE 4: RECOVERY AND PREPARATION FOR SUBSEQUENT COOP OPERATIONS

2.2 ESSENTIAL FUNCTIONS

According to the Implementation Plan for the National Strategy for Pandemic Influenza, during a pandemic or any other emergency, essential functions must be continued to facilitate emergency management and overall national recovery. Given the expected duration and potential multiple waves of a pandemic, EEOC Components must review their essential functions and services to take into account the need to perform essential functions beyond the traditional 30-day COOP requirement. EEOC will be prepared to perform its operations for a period up to 90 days.

EEOC must include definitions and identification of essential functions and services needed to sustain agency mission and operations for several months. For pandemic planning purposes, essential services and functions are likely to be broader than the traditional COOP essential functions.

As part of each EEOC Office plan a prioritized list of the essential functions by office with supporting information is required that includes Personnel, Vital Records and Databases, and Mission Critical Systems and Equipment required to perform each of the essential functions. Table 2 is a sample table that should be developed for each mission essential function.

In order to minimize the effects of a pandemic on staff and operations and continue essential functions and services, EEOC will emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and telework.

Sample Table 2: Intake Section Essential Functions and Supporting Information

Priority	Essential Functions	Personnel	Vital Records and Databases	Mission Critical Systems and Equipment
1	Receive Charge of Discrimination	Intake	Copy of Charge and IMS	IMS, hard copy of Charge, Email, Access to electronic complaint, phone, fax
2	Conduct Interview	Intake/Investigator	Copy of Charge and IMS	IMS, hard copy of Charge, Email, Access to electronic complaint, phone, fax
3	XXXX	XXXX	XXXX	XXXX

2.2.1 Identification of Essential Positions and Skills

EEOC shall identify positions, skills, and personnel needed to continue essential functions and services. Components will also identify back-up personnel, in different geographic locations, by position, and ensure that all personnel needed to perform those essential functions shall also receive COOP and specific pandemic influenza training. The EEOC Headquarters COOP Plan identifies those personnel needed to support continuity of operations in all-hazards (natural disasters, man-made HAZMAT or terrorism) scenarios.

2.2.2 Alternative Work Arrangements

EEOC shall assess prior to a pandemic which essential functions and services can be conducted through the use of alternative work arrangements (e.g., home, staggered work hours, flex time, etc.).

2.2.3 Essential Contract and Support Services and Other Interdependencies

List the internal and external vendors and contractors who provide essential services to EEOC. The manager responsible for ensuring these services needs to check with the department, agency, vendor or contractor regarding their contingency planning for circumstances leading to high rates of absenteeism during a pandemic or other similar emergency. Alternate sources of vendors and providers of services need to be identified. For sole-source vendors, note contingency options for provision of services. During a pandemic event, sanitation services and supplies will be of great importance to help limit the spread of disease, and should be included with regard to this area of planning.

Contractual Staff: EEOC shall initiate pre-solicited, signed and standing agreements with contractors and other third parties to ensure fulfillment of mission requirements.

Other Interdependencies: EEOC shall identify the contractors, suppliers, shippers, resources and other businesses that it interacts with on a daily basis. EEOC shall develop relationships with more than one supplier should a primary contractor be unable to provide the required service. Table 3 is a sample chart used to depict the Contractual Staff and other interdependencies necessary to perform essential functions.

Sample Table 3: Essential Contractual Arrangement and Interdependencies

Essential Function	Vendor or Department	Service Provided	Contract Manager	Alternate Vendors or Departments	Contingency Options
Security	ABC Company	Security	Jill Lewis	ABC Security or DHS FPS	DHS FPS
Cleaning	XYZ Company				
Financial Services	National Business Center				

2.2.4 Impact Analysis on Operations

EEOC shall conduct an impact analysis of an influenza outbreak on all operations, using multiple scenarios, including:

- Workforce reductions (up to 40 percent absenteeism for 1 month, 2 months, 3 months).
- Limited access to facilities.
- Possible need to temporarily close in-person filing of charges and in-person interviews for selected facilities.
- Possible issue of serving “Right to Sue” letters.
- Impact of telework and social distancing policies on Intake, Investigations, Mediation, Litigation and other operations.

2.3 DELEGATIONS OF AUTHORITY

At the height of a pandemic wave, absenteeism may reach a peak of 40 percent. As such, delegations of authority are critical. The EEOC Delegations of Authority can be found in **(Insert location)** within COOP Plan) of the EEOC Headquarters COOP Plan

1. Three Deep per Responsibility: EEOC shall plan for delegations of authority that are recommended to be 5 deep per responsibility, but that are minimally three deep per responsibility to take into account the expected rate of absenteeism to help assure continuity of operations over an extended time period, e.g., 30, 60, or 90 days. Every effort should be made not to double or triple slots key personnel. A pandemic influenza by its very nature is global and highly infectious.

2. Geographic Dispersion: EEOC shall plan for geographical dispersion of delegations of authority, taking into account the regional nature of an outbreak.

2.4 ORDERS OF SUCCESSION

Since an influenza pandemic may affect regions of the United States differently in terms of timing, severity, and duration, EEOC, as a Department with geographically dispersed assets and personnel, should consider dispersing the order of succession.

The Orders of Succession for EEOC Headquarters can be found within the EEOC COOP Plan (Insert location within COOP Plan).

1. Three Deep per Position: EEOC shall plan for delegations of authority that are at a minimum 3 deep per position, but are recommended to be 5 deep per responsibility if sufficient pre-pandemic staffing exists to take into account the expected rate of absenteeism to help assure continuity of operations over an extended time period, e.g., 30-60-90 days. Every effort should be made not to double or triple slot key personnel. A pandemic influenza by its very nature is global and highly infectious.

2. Geographic Dispersion: EEOC shall plan for geographical dispersion of orders of succession, taking into account the regional nature and possibility of different orders of succession depending on the spread of the pandemic as shown in Sample Table 4. The information contained within this Sample Table is to be considered the minimum information required.

Sample Table 4: Order of Succession Chart

Office Insert Address							
Position Title	Successor	Office Telephone Number	Cell Number	Home Telephone	Work Email	Program Responsibility	Circumstances/Length
AA	1. XX	202-xxx-0000				FULL	Authority will continue through and after the emergency until another individual is appointed to the position or can resume his/her duties.
	2. XX						
	3. XX						
	4. XX						
	5. XX						
BB	1. XX					FULL	
	2. XX						
	3. XX						

2.5 ALTERNATE OPERATING FACILITIES

The traditional use of alternate operating facilities to maintain essential functions and services will most likely not be a viable option during a pandemic. Rather, safe work practices, which include contact interventions and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. Strategies for maintaining routine and essential functions and services will largely rely on social distancing and mass dispersion of the workforce including telework, preventative health practices, and other efforts to reduce the chance of infection. EEOC may choose to make its alternate facilities, along with other locations, available to be used as a means of implementing social distancing, e.g. utilization of a alternate COOP or non-COOP related facilities in areas that less populated and do not required employees to utilize mass transportation or work in high population density areas may be an alternative solution for selected staff/management. This is geographically, situational and operationally dependent considerations for EEOC Office's to consider when utilizing this template to develop their plans.

A separate non-pandemic natural or man-made incident concurrent to a pandemic outbreak could necessitate the use of an alternate operating facility for the EEOC or District Office personnel. Federal Interagency COOP and COOP Pandemic guidance requires that pandemic plans ensure they are able to meet this requirement. All planning requirements listed in FPC 65 referencing alternate operating facilities or existing field infrastructures should be understood to be viable only in the event of an incident concurrent with a pandemic in which their use is vital. If the ERG members must be brought together in one location, increased use of Personal Protective Equipment (PPE) and other infection control measures must be implemented.

2.5.1 Essential Function by Remote Location

EEOC shall determine which essential functions and services for each function within each EEOC office that can be conducted from a remote location (e.g., employees' homes or other geographically dispersed work locations) and those that must be performed at a designated department or agency facility. As part of the EEOC Headquarters plan, the list of the Mission Critical Systems and Equipment for the Office of the Chairman is shown in Table 5.

Sample Table 5: Mission Critical Systems and Equipment- Office of the Chairman

Mission Critical Systems and Equipment	
Type Equipment	Quantity
Secure and non-secure telephone and fax	1 each
Remote Network access, computer with EEOC standard software suite, EEOC email, Adobe Acrobat, Internet and Intranet access, memory stick, and printing access	1 per each staff member and computer issued: total of xxxx
Cell telephone, blackberry, pager and Government Emergency Telecommunications System (GETS) card.	1 per each staff member: total of xxxx

2.5.2 Facilities Support

EEOC shall consider the need for reliable logistical support, services, and infrastructure systems at facilities that remain open (for greater than 30 days), to include alternate operating facilities in the event of an incident concurrent with a pandemic influenza outbreak. This support includes:

- Prioritization/determination of accessible facilities/buildings (as alternative to relocating to remote facility)
- Necessary support staff including, but not limited to Security, Cleaning, Contract, and Financial support
- Social distancing techniques
- Lawful medical screening of employees
- Health/medical units
- Sanitation
- Essential Services
- Food and water

Each EEOC Office/Facility will operate under the assumption that its primary vendors and their vendor suppliers will be directly impacted, as well as, the operational realities of “just-in-time” inventory practices for supplies/logistics. As such, an assessment should be made and contingency plans negotiated for “surge support” operations to augment routine operations in the event that this becomes necessary.

2.5.3 Restriction of Movement

EEOC Components shall consider the impact of restriction of movement (Federal, State, Local and Tribal) on open/accessible facilities and operating plans.

This should also include contingency planning in the event that mass transit within a specific area or public gatherings become prohibited, and their impact on EEOC operations, and possible quarantine's being put into place by Public Health officials.

2.6 INTEROPERABLE COMMUNICATIONS

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact.

2.6.1 Telework: Analysis and Development of Capability

EEOC shall analyze its current telework capability and identify its personnel performing essential functions who anticipate a need to telework, and the IT requirements, tools, and resources necessary to support telework during a pandemic. The use of laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), flash drives, and other systems that enable employees performing routine and mission essential functions and services to communicate and maintain connectivity with internal organizations, external partners, critical customers, and other key stakeholders shall be considered when performing analysis. This includes the ability to access, store, manipulate, share and retrieve data on a daily basis to include in the event that employees sent home to telework become ill themselves.

EEOC Information Technology (IT) will need to conduct an assessment of how well field IT staff can or cannot provide technical support for extensive utilization of telework during a pandemic. This will need to include an assessment of the impact on the current and projected IT budget, staff and current skills vis a vis projected required skills needed by IT regional technical support staff during a pandemic. This should also include an assessment of the impacts of high absenteeism by IT field and headquarters technical support staff on the extensive use of telework during a severe 1918 like pandemic.

2.6.2 Telework: Plan

EEOC shall develop a telework plan, which identifies personnel performing routine and essential functions who anticipate a need to telework, a description of their responsibilities while teleworking, the infrastructure needed to support this work and how technological assistance will be provided to teleworkers.

- (Insert, attach or reference EEOC Pandemic Telework Plan here.)

2.6.3 Telework: Test, Training and Exercises

EEOC shall evaluate telework plans, procedures, and capabilities through reviews, testing, post-incident reports, lessons learned, performance evaluations, and exercises. Procedures shall be established to ensure that corrective action is taken on any deficiency identified in the evaluation process.

- (Insert, attach or reference EEOC Telework TT&E Plan here.)

2.6.4 Communications to Stakeholders

EEOC shall develop a Communications Plan and mechanisms to provide relevant information to internal and external stakeholders, including but not limited to, instructions for determining the status of agency operations and possible changes in working conditions and operational hours.

Communications need to be easily read and understood by individuals with disabilities, as with all aspects of COOP planning. The need for translation services, should be identified and acquired, on a contingency basis during the crisis.

- (Insert, attach or reference EEOC Communications Plan here.)

2.7 VITAL RECORDS AND DATABASES

2.7.1 Identification, Protection and Availability

EEOC shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions for up to several months.

The EEOC Headquarters COOP Plan identifies vital records and databases needed by the agency to sustain essential functions and services (see Table 6).

Sample Table 6: Vital Records and Databases

Vital Records and Databases	Form of Record (e.g. hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location	Maintenance Frequency	Storage Location(s)
Legal Records	Electronic/Hard Copy	NO	YES	NO	Daily	Office/A: Drive
Case Files	Electronic/Hard Copy	NO	YES	EEOC Intranet	Daily	Office/Q: Drive
COOP Plan	Electronic/Hard Copy	YES	YES	EEOC Intranet	Annual	A, B, C
Succession Plan	Electronic/Hard Copy	YES	YES	EEOC Intranet	Annual	A, B, C
Call Tree	Electronic/Hard Copy	YES	YES	EEOC Intranet	Quarterly	A, B, C

2.7.2 Access from Remote Locations

EEOC shall develop protocols and instructions informing management and employees how and which systems, databases, and files can be accessed electronically from a remote location (e.g., an employee's home or alternate workplaces) and establish reliable access and security protocols for them. This shall include planning considerations for individuals with disabilities and be in accordance with the Rehabilitation Act standards, which include determining if additional equipment may be necessary to access the files and utilize any and all agency provided equipment.

2.7.3 Periodic Maintenance

EEOC shall identify and plan for the maintenance of those vital systems and databases that require periodic maintenance or other direct physical intervention by employees.

2.8 HUMAN CAPITAL

Although a pandemic influenza will not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to maintaining routine and essential missions and services during a pandemic. To assist agencies in making sure they are able to fulfill their missions, while at the same time, preparing and protecting the Federal workforce should a pandemic influenza outbreak occur, OPM has updated and developed policies on leave, pay, hiring, alternative work arrangements, and other critical human capital issues in relation to pandemic influenza. This information can be found in "Human Capital Planning for Pandemic Influenza" at <http://www.opm.gov/pandemic/index.asp>.

EEOC shall review this information and develop, update, exercise, and be able to implement comprehensive Human Capital plans to protect its workforce.

- (Insert, attach or reference EEOC Human Capital Plan here.)

2.8.1 Telework Policy

Telework is an integral part of plans and procedures to maintain essential functions and services in an influenza pandemic. Each office and the headquarters will assess its current telework program and ensure that they are able from a policy, training, equipment and access to records be able to implement on limited notice a "mass emergency telework plan," which provides for maximum dispersement and social distancing of agency personnel in an effort to continue performing agency functions during a pandemic COOP implementation.

(Insert, attach or reference EEOC Telework Plan here.)

2.8.2 Agency-wide Personnel Accountability Plan

During a pandemic influenza, it will be absolutely essential for the agency to have comprehensive "standardized agency-wide" personnel accountability plan that allows for individual employees to call or email in their status every duty day. This plan must be comprehensive enough to determine which employees are ill/dead, reporting for duty, and to account for those who are missing, especially in the event of those employees who have become incapacitated.

This plan has to take into account that upwards of 40% of EEOC staff and management may be ill at any given time, and that traditional phone trees may not be comprehensive or sufficient to account for all employees, especially in the event that management/supervisory staff become seriously ill and that some locations may have absenteeism rates higher than 40%.

- [Insert Office/Position Titles] to develop plan and implement with Sr. Staff.

2.9 TEST, TRAINING AND EXERCISES

Testing, training, and exercising are essential to assessing, demonstrating, and improving the ability of organizations to maintain their essential functions and services.

2.9.1 Social Distancing

EEOC shall conduct annual tests, training, and exercises to ensure sustainable social distancing techniques, including telework capabilities, and to assess the impacts of reduced staff on the performance of essential functions. This training and testing is predicated on the development of pre-scripted “risk communications,” that identify the risks, communicate the various risks and stages of risk, and operational protocols that EEOC envisions implementing. These need to be developed and inserted with this plan.

- [Insert Office/Position Titles] to develop plan and implement with Sr. Staff.

2.9.2 Tabletop, Functional, and Full-Scale Exercises

EEOC shall conduct annual pandemic exercises (tabletop, functional, or full scale) to examine the impacts of pandemic influenza on agency essential functions, to familiarize agency personnel with their responsibilities, and to validate the effectiveness of pandemic influenza COOP planning by senior leadership.

- (Insert, attach or reference EEOC TT&E Plan here.)

2.9.3 Annual Awareness Training

EEOC shall conduct annual awareness briefings specific to pandemic influenza. Refer to 2.9.1 Social Distancing for guidance on risk communications. Training should include, at a minimum, the following information:

- What are COOP and staff/management responsibilities?
- What is Pandemic Influenza?
- Personal Hygiene: Coughing, hand cleaning, and social distancing technique.
- Emergency Mass Telework Implementation and access/saving of data.
- Agency-wide Employee Accountability.
- (Insert, attach or reference Annual Training Plan here.)

2.9.4 Cross-Training Successors and Back-up Personnel

When considering upwards of a 40 percent absenteeism rate, strive to have four to five persons who can perform essential functions. In the event four to five persons cannot perform the essential function, identify which positions could easily be cross-trained to perform the function. The number of people that need to be cross-trained will depend on how many people already know how to perform the function. For example, three people know how to do payroll for the department. It is suggested that you identify two additional people that can be cross-trained that could perform payroll functions. An example is provided on the first line. Each department will need to determine how many people need to be cross-trained and realistic expectations for cross-training.

Sample Table 7: Sample Essential Personnel and Cross-Training Template

ESSENTIAL FUNCTION	POSITIONS - INDIVIDUALS THAT CAN PERFORM THIS FUNCTION	POSITIONS - INDIVIDUALS THAT CAN BE CROSS-TRAINED FOR THIS FUNCTION
Payroll	1. HR Manager 2. HR Coordinator 3. Benefits Coordinator	1. Finance Coordinator 2. Finance Manager
Complaint Intake	1. Intake Supervisor 2. Intake Specialist 3. Investigator 4. XXX 5. XXX	1. Human Resources Staff 2. Other EEOC Program Staff 3. XXX 4. XXX 5. ABC

EEOC shall identify and train personnel, by position, needed to perform essential functions, including backups in different geographic locations (see 2.2 Essential Functions). The Emergency Relocation Group (ERG) personnel roster listed in (Insert location within COOP Plan) of the EEOC Headquarters COOP Plan identifies the personnel required to support continuity of operations.

2.10 DEVOLUTION OF CONTROL AND DIRECTION

Pandemic outbreaks will occur at different times, have variable durations, and may vary in the severity; therefore, full or partial devolution of essential functions may be necessary to execute essential functions and services. Devolution planning may need to include rotating operations among regional/field offices as the pandemic wave moves throughout the United States.

2.10.1 Devolution and Essential Functions

EEOC shall take into account how an organization will conduct essential functions if pandemic influenza renders leadership and essential staff incapable or unavailable to execute those functions. Full or partial devolution of essential functions may be necessary to ensure continuation of these essential functions and services.

EEOC Headquarters will ensure that devolution plans and procedures are consistent with the minimum three-deep, and preferably 5 deep rule and geographic dispersion (see 2.3 Delegations of Authority, and 2.4 Orders of Succession).

2.10.2 Devolution Guidance

EEOC shall develop guidance for those organization elements receiving the devolution of control and direction, including:

- Essential functions and services;
- Rotating operations geographically as applicable;
- Supporting tasks;
- Points of Contacts; and,
- Resources and phone numbers.

2.10.3 Devolution Guidance for Prioritization and Closure of Service Locations

All EEOC District Offices will list the order in which service locations should be closed for the purposes of consolidating staff within an affected region, if necessary. This is applicable to similar services that are offered in multiple locations. For example, there are multiple EEOC offices within each region and over 50 nationwide. Which offices should be closed first, second, and third due to reduced staffing within an affected region, or when a specific region or two, due to exceptionally

high absenteeism can no longer perform their operations. This should include what regions, initially, will be expected to assume operational control of another region's essential functions.

Not all agency functions and operations will be able to be conducted via telework. The plan will need to include procedures for re-assigning staff to work at another location when their normal work location is closed, and also for national re-allocation of any specific region's workload to another region or regions in the event a specific region is unable to perform its mission due to high absenteeism. A pandemic by its very nature is a global epidemic, and though its spread and subsequent infection of human beings will not evenly occur in a uniform manner the EEOC must be prepared to think through and incorporate within its pandemic plan and traditional COOP plan these considerations on a case by case basis for temporary periods.

Sample Table 8: Sample Closure of Service Locations Template

EEOC LOCATION TO CLOSE	CLOSURE PRIORITY (1 ST , 2 ND , LAST)	ADDRESS
Indianapolis Office	LAST	XXXX
Detroit Office	2nd	XXXX
Louisville	1 st	XXXX

2.11 RECONSTITUTION

Reconstitution embodies the ability of an organization to recover from a catastrophic event and consolidate the necessary resources that allow it to return to a fully functional entity of the Federal government. The objective during the recovery and reconstitution phase during a pandemic is to expedite the return of normal services to the nation.

2.11.1 Replacement of Employees

EEOC shall develop plans for replacement of employees unable to return to work and prioritize hiring efforts, including but not limited to retired federal employees, temporary hires, and emergency use of contractor services.

2.11.2 Facility/Building Habitability

EEOC shall develop plans and procedures, in conjunction with public health authorities, to ensure the facilities/buildings are safe for employees to return to normal operations.

2.12 CONCLUSION

Maintaining essential functions and services in the event of pandemic influenza requires additional considerations beyond traditional COOP planning as outlined in FPC 65, and within the FEMA COOP Pandemic Influenza COOP Annex Template Instructions. Unlike other hazards that necessitate the relocation of staff performing essential functions to an organization's alternate operating facility, an influenza pandemic will not directly affect the physical infrastructure of an organization. As such, a traditional "COOP activation" may not be required under a pandemic influenza scenario. However, a pandemic threatens an organization's human resources by removing essential personnel from the workplace for extended periods of time. Accordingly, COOP planning needs to be modified or supplemented to achieve a pandemic influenza capability. Plans for maintaining essential functions and services in a pandemic influenza must emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and an emergency mass Telework program. These all require extensive preparedness efforts prior to a pandemic to develop and implement the necessary policies and procedures and conduct training of the workforce. Protecting the health and safety of employees must be the focus of planning in order to ensure the continuity of essential functions and continuity of government.

COOP CHECKLISTS: EEOC ACTIONS

SECTION 3

3 COOP CHECKLIST: EEOC ACTIONS PRE-PANDEMIC PREPAREDNESS PHASE

This EEOC Phase corresponds to the Federal Government Phases 0-3. See Appendix A for complete description of World Health Organization (WHO) and U.S. Federal Government Phases.

_____ Office

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
PLANS AND PROCEDURES					
Develop and Update COOP Pandemic Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Identify EEOC COOP Pandemic Unified Command Leadership and Team at national HQ level and direct Regional Emergency Coordinators to develop regional equivalent <ul style="list-style-type: none"> COOP Pandemic Team Sr. Staff and Core Team: Insert Key Names Staffing levels are to be included within the COOP Pandemic plan 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Develop Pre-scripted Pandemic Social Distancing and other Risk Communications for employees, and other internal or external customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Develop Public Information Plan for informing mass media outlets during a Pandemic that includes the status of: <ul style="list-style-type: none"> Current EEOC District Office operations 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
<ul style="list-style-type: none"> Region's plans for next 24 hours to 30 days When they will be receiving next update Changes to temporary methods for public to file discrimination complaints 					
Ensure development of status reports on programmatic, staff accountability and infrastructure integrity for HQs [Insert Office/Position Titles] to develop plan and implement with Sr. Staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review Headquarters plans and procedures for pandemic influenza. EEOC may begin implementing parts of the Pandemic Influenza Plan during Federal Phase 2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ROUTINE ESSENTIAL FUNCTIONS					
Review contractors, suppliers, shippers, resources, and other businesses that support essential functions, and, as necessary, implement standing agreements for back-up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review functions, staffing and readiness of personnel to implement mass emergency telework plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
In anticipation of a migration of the outbreak to U.S. citizens, ensure routine essential functions and employees have been identified.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
MISSION ESSENTIAL FUNCTIONS					
Ensure that Headquarters and all EEOC essential functions and services have been identified, and are prepared to operate in a pandemic scenario involving social distancing and extensive use of telework.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
In anticipation of a migration of the outbreak to U.S. citizens, ensure essential functions and employees have been identified.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DELEGATIONS OF AUTHORITY					
Develop and Update COOP Pandemic Delegation of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ORDERS OF SUCCESSION					
Develop and Update COOP Pandemic Succession of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ALTERNATE OPERATING FACILITIES					
Develop and Implement Contingency Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure readiness of primary and alternate operating facilities, telework locations, and other designated work sites in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
INTEROPERABLE COMMUNICATIONS					
Review and test communications mechanisms (i.e., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure EEOC budget includes funding to plan for distribution of additional Blackberries, cell phones, fax/scanner/printers, high speed Internet access not included in current 2008 or 2009 IT budgets, and within future budgets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Develop and conduct a survey of EEOC staff to see what their current home office resources are and what is required as part of pandemic telework planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Realign and re-issue communications resources as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Update EEOC website with latest pandemic information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
VITAL RECORDS AND DATABASES					
Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location, and ensure they are accessible to employees or customers, as appropriate, with disabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Identify and provide user ID's, passwords, paths and other critical information to primary and secondary users for vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Develop and disseminate protocols and instructions on access, storage and sharing electronic and hard copy vital records and databases to include employees with disabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
HUMAN CAPITAL					
<p>Emergency Mass Employee COOP Telework Plan:</p> <ul style="list-style-type: none"> • Agreements in Place • Horizontal and vertical emergency communications contact lists developed as part of emergency Telework program • Develop and disseminate daily business practices for electronic access of information, storing of information, and dissemination of information while teleworking • Employees have all equipment in sufficient numbers and quality issued 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Develop and Implement Agency-wide Personnel Accountability Plan: <ul style="list-style-type: none"> [Insert Office/Position Titles] to develop plan and implement with Sr. Staff 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Plan must have ability to identify all employees and members of management that are working, ill or missing. Must have ability for employees to report their status in event key members of their management are incapacitated with no prior notice.	
Develop pre-scripted report template on the status of EEOC employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of Human Resources, which in turn consolidates and reports the Department's information to OPM.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and communicate applicability of worker's compensation services for a Pandemic type of scenario.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Develop, review and disseminate Pandemic associated emergency leave and pay policy with all staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Implement workforce guidelines (contact and transmission interventions) to include Personal Protective Equipment (PPE) to prevent or minimize workplace exposure to contagious disease. Review workforce guidelines for other employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis, as necessary, for affected areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Develop an employee-labor relations plan for and conduct post-implementation bargaining that may be necessary as the result of management actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update hiring policies as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update technology support (i.e., help desk) sufficient to meet telework needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Review and incorporate OPM's Human Capital Planning guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and continuously update safety and health policies on, including but not limited to: <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by animal or human disease; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
<ul style="list-style-type: none"> Vaccine and anti-viral prioritization information and distribution; and Psychological and social needs of employees. 					
TEST, TRAINING, AND EXERCISES					
Develop COOP Pandemic Specific Influenza Awareness Training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Develop COOP Pandemic Specific Influenza Test, Training and Exercise Program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Develop and Conduct Cross-Training for Routine Operations and Mission Essential Functions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Test telework capability for people, processes, and technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Test, train, and exercise Headquarters and Field Office capabilities to maintain essential functions and routine services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure EEOC budget includes funding to develop and conduct individual and collective pandemic and COOP awareness, training and exercises not included in current 2008 or 2009 budgets, and within future budgets.					
DEVOLUTION OF CONTROL AND DIRECTION					
Review plan against current condition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
RECONSTITUTION					
Review plan against current condition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

SECTION 4

4 COOP CHECKLIST: EEOC ACTIONS PHASE 1: 0-12 HOURS

This EEOC Phase corresponds to the Federal Government Phase 4 during which the first human case in North America is confirmed. See Appendix A for complete description of World Health Organization (WHO) and U.S. Federal Government Phases.

_____ Office

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
PLANS AND PROCEDURES					
Initiate Activation of COOP Pandemic Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Notify EEOC COOP Pandemic Unified Command Leadership and Team at national HQ level and direct Regional Emergency Coordinators to develop regional equivalent <ul style="list-style-type: none"> COOP Pandemic Team Sr. Staff and Core Team: Insert Key Names Staffing levels are to be included within the COOP Pandemic plan 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Initiate use of pre-scripted Pandemic Social Distancing and other Risk Communications for employees, and other internal or external customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Initiate Public Information Plan for informing mass media outlets during a Pandemic that includes the status of: <ul style="list-style-type: none"> Current EEOC District Office operations Region's plans for next 24 hours to 30 days 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
<ul style="list-style-type: none"> When they will be receiving next update Changes to temporary methods for public to file discrimination complaints 					
<p>Ensure initial communications and updates have occurred with State/Local/Tribal/ Agencies/Governments:</p> <ul style="list-style-type: none"> Position XXXX (Title) and/or EEOC XXXX Coordinator will ensure notification. Communicate status of EEOC operations and facilities. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Develop national Senior EEOC Management Meeting Schedule to ensure close connectivity between HQ and District Offices:</p> <ul style="list-style-type: none"> Communicate Employee Absenteeism Rates; Update key contact lists for mass Telework Force; Update and Modify Succession Plan, as needed, due to absenteeism; and Ascertain situational requirements requiring shifting of operational priorities and functions within and between District Offices and HQ. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Initiate status reports on programmatic, staff accountability and infrastructure integrity for HQs [Insert Office/Position Titles] to implement plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review Headquarters plans and procedures to ensure they are current for pandemic influenza. EEOC may have begun implementing parts of the Pandemic Influenza Plan during Federal Phase 2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
ROUTINE ESSENTIAL FUNCTIONS					
Contact contractors, suppliers, shippers, resources, and other businesses that support essential functions, and, as necessary, implement standing agreements for back-up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review functions, staffing and readiness of personnel to implement mass emergency telework plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
MISSION ESSENTIAL FUNCTIONS					
Ensure that Headquarters and all EEOC essential functions and services have been identified, and are prepared to operate in a pandemic scenario involving social distancing and extensive use of telework.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
In anticipation of a migration of the outbreak to U.S. citizens, ensure essential functions and employees have been identified.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DELEGATIONS OF AUTHORITY					
Review and Update COOP Pandemic Delegation of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ORDERS OF SUCCESSION					
Review and Update COOP Pandemic Succession of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
ALTERNATE OPERATING FACILITIES					
Review and Implement Contingency Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review readiness of primary and alternate operating facilities, telework locations, and other designated work sites in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
INTEROPERABLE COMMUNICATIONS					
Review and test communications mechanisms (e.g., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Realign and re-issue communications resources as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Update EEOC website with latest pandemic information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
VITAL RECORDS AND DATABASES					
Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update provided user ID's, passwords, paths and other critical information to primary and secondary users for vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure all staff have protocols and instructions on access, storage and sharing electronic and hard copy vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
HUMAN CAPITAL					
Initiate Emergency Mass Employee COOP Telework Plan: <ul style="list-style-type: none"> Horizontal and vertical emergency communications contact lists developed as part of emergency Telework program Disseminate daily business practices for electronic access of information, storing of information, and dissemination of information while teleworking Employees have all equipment in sufficient numbers and quality issued. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Implement Agency-wide Personnel Accountability Plan: <ul style="list-style-type: none"> [Insert Office/Position Titles] to implement and report to senior management. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Plan must have ability to identify all employees and members of management that are working, ill or missing. Must have ability for employees to report their status in event key members	

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
				of their management are incapacitated with no prior notice.	
Collect and Report using pre-scripted template on the status of EEOC employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of Human Resources, which in turn consolidates and reports the Department's information to OPM.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Communicate applicability of worker's compensation services for a Pandemic type of scenario.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and execute pay and leave policies as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Implement workforce guidelines (contact and transmission interventions) to include Personal Protective Equipment (PPE) to prevent or minimize workplace exposure to contagious disease. Review and disseminate workforce guidelines for other employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary for affected areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Initiate communications with employee-labor relations representatives on pandemic situation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and execute hiring policies as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update technology support (e.g., help desk) sufficient to meet telework needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and incorporate OPM's Human Capital Planning guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and continuously update safety and health policies on, including but not limited to: <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by animal or human disease; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
<p>and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies);</p> <ul style="list-style-type: none"> • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees. 					
TEST, TRAINING, AND EXERCISES					
Reinforce previous COOP Pandemic Specific Influenza Awareness Training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Test telework capability for people, processes, and technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DEVOLUTION OF CONTROL AND DIRECTION					
Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
RECONSTITUTION					
Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

SECTION 5

5 COOP CHECKLIST: EEOC ACTIONS PHASE 2: DAYS 1-30

This EEOC Phase corresponds to the Federal Government Phase 5. EEOC actions during EEOC Phase 3 and 4 are a more detailed sub-set of necessary actions that require distinct phases in order to produce a viable COOP capability for EEOC. These two phases are part of the larger Federal Government Phase 5 “Pandemic Spreads Throughout the U.S.” See Appendix A for complete description of World Health Organization (WHO) and U.S. Federal Government Phases.

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Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
PLANS AND PROCEDURES					
Initiate activation of COOP Pandemic Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Maintain communication between EEOC COOP Pandemic Unified Command Leadership and Team at national HQ level and Regional Emergency Coordinators, and update: <ul style="list-style-type: none"> COOP Pandemic Team Sr. Staff and Core Team: Insert Key Names Staffing levels are to be included within the COOP Pandemic plan. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue use and update Pandemic Social Distancing and other Risk Communications for employees, and other internal or external customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue implementation of Public Information Plan for informing mass media outlets during a Pandemic that includes the status of:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
<ul style="list-style-type: none"> Current EEOC District Office operations Region's plans for next 24 hours to 30 days When they will be receiving next update Changes to temporary methods for public to file discrimination complaints 					
Continue status reports on programmatic, staff accountability and infrastructure integrity for HQs [Insert Office/Position Titles] to implement, monitor and report on status to senior management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ROUTINE ESSENTIAL FUNCTIONS					
Maintain contact with contractors, suppliers, shippers, resources, and other businesses that support essential functions, and, as necessary, implement standing agreements for back-up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Reprioritize work loads, functions, staffing and readiness of personnel as part of implementation of mass emergency telework plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review essential positions, skills, and personnel and continue to train, identify, and as necessary, augment with back-up personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
MISSION ESSENTIAL FUNCTIONS					
Review and communicate Headquarters essential functions and services that will continue and non-essential functions that will be suspended temporarily, or operating in a modified manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Ensure that all EEOC essential functions and services are continuing to operate in a pandemic scenario involving social distancing and extensive use of telework.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure that adequate staffing of essential functions continues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review essential positions, skills, and personnel and continue to train, identify, and, as necessary, augment with back-up personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DELEGATIONS OF AUTHORITY					
Implement, as required, COOP Pandemic Delegation of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ORDERS OF SUCCESSION					
Implement, as required, COOP Pandemic Succession of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ALTERNATE OPERATING FACILITIES					
Review and Implement Contingency Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review readiness of primary and alternate operating facilities, telework locations, and other designated work sites in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
INTEROPERABLE COMMUNICATIONS					
Review and test communications mechanisms (e.g., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Realign and re-issue communications resources as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Update EEOC website with latest pandemic information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
VITAL RECORDS AND DATABASES					
Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update provided user IDs, passwords, paths and other critical information to primary and secondary users for vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure all staff have protocols and instructions on access, storage and sharing electronic and hard copy vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
HUMAN CAPITAL					
Initiate Emergency Mass Employee COOP Telework Plan: <ul style="list-style-type: none"> Horizontal and vertical emergency communications contact lists developed as part of emergency Telework program Disseminate daily business practices for electronic access of information, storing of information, and dissemination of information while teleworking Ensure all employees have all equipment in sufficient numbers and quality issued. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Implement Agency-wide Personnel Accountability Plan: [Insert Office/Position Titles] to implement, monitor and report to senior management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Plan must have ability to identify all employees and members of management that are working, ill or missing. Must have ability for employees to report their status in event key members of their management are incapacitated with no prior notice.	
Collect and report using pre-scripted template on the status of EEOC employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of the Chief Medical Officer, which in turn consolidates and reports the Department's information to OPM.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Communicate applicability of worker's compensation services for a Pandemic type of scenario.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and execute pay and leave policies as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and implement workforce guidelines (contact and transmission interventions) to include Personal Protective Equipment (PPE) to prevent or minimize workplace exposure to contagious disease. Review and disseminate workforce guidelines for other employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary for affected areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue to update and discuss the effect of pandemic related human capital issues with procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue infection control measures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Initiate communications with employee-labor relations representatives on pandemic situation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Administer and execute hiring policies as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update technology support (e.g., help desk) sufficient to meet telework needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and incorporate OPM's Human Capital Planning guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and continuously update safety and health policies on, including but not limited to: <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by animal or human disease; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
<ul style="list-style-type: none"> The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; Vaccine and anti-viral prioritization information and distribution; and Psychological and social needs of employees. 					
TEST, TRAINING, AND EXERCISES					
Reinforce previous COOP Pandemic Specific Influenza Awareness Training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Monitor and conduct, operational tests of telework capability for people, processes, and technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DEVOLUTION OF CONTROL AND DIRECTION					
Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
RECONSTITUTION					
Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

SECTION 6

6 COOP CHECKLIST: EEOC ACTIONS PHASE 3: EXTENDED COOP OPERATIONS: DAYS 31-90

This EEOC Phase corresponds to the Federal Government Phase 5. EEOC actions during EEOC Phase 3 and 4 are a more detailed sub-set of necessary actions that require distinct phases in order to produce a viable COOP capability for EEOC. These two phases are part of the larger Federal Government Phase 5 “Pandemic Spreads Throughout the U.S.” See Appendix A for complete description of World Health Organization (WHO) and U.S. Federal Government Phases.

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Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
PLANS AND PROCEDURES					
Re-assess need for continued activation of COOP Pandemic Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Notify EEOC COOP Pandemic Unified Command Leadership and Team at national HQ and Regional Emergency Coordinators to develop regional equivalent of COOP status.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue and modify, as necessary, Pandemic Social Distancing and other Risk Communications for employees, and other internal or external customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Continue and update implementation of Public Information Plan for informing mass media outlets during a Pandemic that includes the status of: <ul style="list-style-type: none"> Current EEOC District Office operations Region's plans for next 24 hours to 30 days when they will be receiving next update Changes to temporary methods for public to file discrimination complaints. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue status reports on programmatic, staff accountability and infrastructure integrity for HQ's.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review Headquarters plans and procedures to ensure they are current for pandemic influenza. EEOC may have begun implementing parts of the Pandemic Influenza Plan during Federal Phase 2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ROUTINE ESSENTIAL FUNCTIONS					
Continue contact contractors, suppliers, shippers, resources, and other businesses that support essential functions, and as necessary, implement standing agreements for back-up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Re-assess functions, staffing and readiness of personnel to include need for mass emergency telework plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review essential positions, skills, and personnel and continue to train, identify, and, as necessary, augment with back-up personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
MISSION ESSENTIAL FUNCTIONS					
Ensure that Headquarters and all EEOC essential functions and services are operating in a pandemic scenario utilizing social distancing and extensive use of telework to minimize further spread of pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review essential positions, skills, and personnel and continue to train, identify, and, as necessary, augment with back-up personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DELEGATIONS OF AUTHORITY					
Review and Update COOP Pandemic Delegation of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ORDERS OF SUCCESSION					
Review and Update COOP Pandemic Succession of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ALTERNATE OPERATING FACILITIES					
Review and Implement Contingency Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review readiness of primary and alternate operating facilities, telework locations, and other designated work sites in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
INTEROPERABLE COMMUNICATIONS					
Review and test communications mechanisms (e.g., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Realign and re-issue communications resources as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Update EEOC website with latest pandemic information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
VITAL RECORDS AND DATABASES					
Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update provided user IDs, passwords, paths and other critical information to primary and secondary users for vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure all staff have protocols and instructions on access, storage and sharing electronic and hard copy vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
HUMAN CAPITAL					
Initiate Emergency Mass Employee COOP Telework Plan: <ul style="list-style-type: none"> Horizontal and vertical emergency communications contact lists developed as part of emergency Telework program Disseminate daily business practices for electronic access of information, storing of information, and dissemination of information while teleworking Employees have all equipment in sufficient numbers and quality issued. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Implement Agency-wide Personnel Accountability Plan: <ul style="list-style-type: none"> [Insert Office/Position Titles] to implement, monitor and report to senior management. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Plan must have ability to identify all employees and members of management that are working, ill or missing. Must have ability for employees to report their status in event key members of their management are incapacitated with no prior notice.	
Collect and Report using pre-scripted template on the status of EEOC employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of Human Resources, which in turn consolidates and reports the Department's information to OPM.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Communicate applicability of worker's compensation services for a Pandemic type of scenario.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and execute pay and leave policies as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue and modify implementation of workforce guidelines (contact and transmission interventions) to include Personal Protective Equipment (PPE) to prevent or minimize workplace exposure to contagious disease. Review and disseminate workforce guidelines for other employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue and modify, as necessary, implementation of alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary for affected areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue to update, check on the status of employees, and provide current information on the situation and public health information pertaining to the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue to engage in communications with employee-labor relations representatives on pandemic situation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and execute hiring policies as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Review and update technology support (e.g., help desk) sufficient to meet telework needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and incorporate OPM's Human Capital Planning guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Review and continuously update safety and health policies on, including but not limited to:</p> <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by animal or human disease; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., Personal Protective Equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees.					
TEST, TRAINING, AND EXERCISES					
Reinforce previous COOP Pandemic Specific Influenza Awareness Training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Test telework capability for people, processes, and technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Note suggestions for improvements to TT&E plans for future modification.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DEVOLUTION OF CONTROL AND DIRECTION					
Implement full or partial devolution of control and direction as necessary with respect to three-deep rule (preferably five) and geographic dispersion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
RECONSTITUTION					
Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

SECTION 7

7 COOP CHECKLIST: EEOC ACTIONS PHASE 4: RECOVERY AND PREPARATION FOR SUBSEQUENT COOP OPERATIONS

This EEOC Phase corresponds to the Federal Government Phase 6: Recovery and Preparation for Subsequent Waves. See Appendix A for complete description of World Health Organization (WHO) and U.S. Federal Government Phases.

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Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
PLANS AND PROCEDURES					
Cease Implementation of COOP Pandemic Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review Headquarters plans and procedures for pandemic influenza for lessons learned and update in preparation for next wave.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue use of Pre-scripted Pandemic Social Distancing and other Risk Communications for employees, and other internal or external customers to return to normal operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Re-assess and capture lessons learned for the Public Information Plan for informing mass media outlets during a Pandemic that includes the status of: <ul style="list-style-type: none"> Current EEOC District Office operations Region's plans for next 24 hours to 30 days When they will be receiving next update 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
<ul style="list-style-type: none"> Changes to temporary methods for public to file discrimination complaints. 					
ROUTINE ESSENTIAL FUNCTIONS					
Contact contractors, suppliers, shippers, resources, and other businesses that support essential functions, and, as necessary, capture lessons learned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review lessons learned and current status of functions, staffing and readiness of personnel to implement mass emergency telework plan during next wave.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
MISSION ESSENTIAL FUNCTIONS					
Ensure that Headquarters and all EEOC essential functions and services have been identified, and are prepared to operate in a pandemic scenario involving social distancing and extensive use of Telework during next wave.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DELEGATIONS OF AUTHORITY					
Review and Update COOP Pandemic Delegation of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ORDERS OF SUCCESSION					
Review and Update COOP Pandemic Succession of Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
ALTERNATE OPERATING FACILITIES					
Review and update Contingency Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Review readiness and lessons learned from any use of primary and alternate operating facilities, telework locations, and other designated work sites in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
INTEROPERABLE COMMUNICATIONS					
Review, update and test communications mechanisms (e.g., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Realign and re-issue communications resources as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Update EEOC website with latest pandemic information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
VITAL RECORDS AND DATABASES					
Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Review and update provided user IDs, passwords, paths and other critical information to primary and secondary users for vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure all staff have protocols and instructions on access, storage and sharing electronic and hard copy vital records and databases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
HUMAN CAPITAL					
De-activation of Emergency Mass Employee COOP Telework Plan: <ul style="list-style-type: none"> Notify employees of return to normal operations. Capture lessons learned. Prepare for next pandemic wave. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue to monitor agency-wide Personnel Accountability. Report on status of those still hospitalized, on short or long term disability and account for any employees missing or deceased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Plan must have ability to identify all employees and members of management that are working, ill or missing. Must have ability for employees to report their status in event key members of their management are incapacitated with no prior notice.	

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Collect and Report, as required, using pre-scripted template on the status of EEOC employees (post-pandemic health implications) during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of the Chief Medical Officer, which in turn consolidates and reports the Department's information to OPM.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Communicate applicability of worker's compensation, short and long-term disability services for a Pandemic type of scenario.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and execute pay and leave policies as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Capture lessons learned on the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Initiate communications with employee-labor relations representatives on pandemic situation and lessons learned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Administer and execute hiring policies as necessary to fill vacant positions on a priority basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update technology support (e.g., help desk) sufficient to meet telework needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
Review and incorporate OPM's Human Capital Planning guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Review and continuously update safety and health policies on, including but not limited to:</p> <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by animal or human disease; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
and distribution; and • Psychological and social needs of employees.					
TEST, TRAINING, AND EXERCISES					
Review and update TT&E plan incorporating Lesson Learned from previous Response Phases and implementation of corrective actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
DEVOLUTION OF CONTROL AND DIRECTION					
Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
RECONSTITUTION					
Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

APPENDICES

APPENDIX A: WORLD HEALTH ORGANIZATION (WHO) GLOBAL PANDEMIC PHASES AND FEDERAL GOVERNMENT RESPONSE STAGES

WHO PHASES		FEDERAL GOVERNMENT RESPONSE STAGES	
INTER-PANDEMIC PERIOD			
1	No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection might be present in animals. If present in animals, the risk of human disease is considered to be low.	0	New domestic animal outbreak in at-risk country.
2	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.		
PANDEMIC ALERT PERIOD			
3	Human infection(s) with a new subtype but no human-to-human spread or, at most, rare instances of	0	New domestic animal outbreak in at-risk country.
		1	Suspected human outbreak overseas.

WHO PHASES		FEDERAL GOVERNMENT RESPONSE STAGES	
	spread to a close contact.		
4	Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.	2	Confirmed human outbreak overseas.
5	Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but might not yet be fully transmissible (substantial pandemic risk).		
PANDEMIC PERIOD			
6	Pandemic phase: Increased and sustained transmission in general population.	3	Widespread human outbreaks in multiple locations overseas.
		4	First human case in North America.
		5	Spread throughout United States.
		6	Recovery and preparation for subsequent waves.

APPENDIX B: SELECTED REFERENCES

U.S. Federal Government:

National Strategy for Homeland Defense, Homeland Security Council, October 2007.

Pandemic Influenza: Preparedness, Response, and Recovery: Guide for Critical Infrastructure and Key Resources, Department of Homeland Security, 2007.

Influenza Pandemic; Opportunities Exist to Address Critical Infrastructure Protection Challenges That Require Federal and Private Sector Coordination, Government Accountability Office (GAO), October 2007.

The National Strategy for Pandemic Influenza (NSPI), November 2005.

Office of Personnel Management (OPM) Memorandum for Chief Financial Human Capital Officers, Influenza and Federal Agency Response by Linda M. Springer, Director, November 17, 2005.

Department of Homeland Security (DHS) /Federal Emergency Management Agency (FEMA) Memorandum for Continuity of Operations (COOP) Pandemic Influenza Guidance, by Charles L. Hopkins, III, Director of the Office of the National Security Coordination, FEMA, March 1, 2006.

National Strategy for Pandemic Influenza Implementation Plan by the Whitehouse Homeland Security Council, May 3, 2006.

Office of Personnel Management (OPM) Memorandums for Information on Planning for a pandemic influenza outbreak by Linda M. Springer, Director, June 9, July 7 and August 2, 2006.

Human Capital Planning for Pandemic Influenza document, August 2006, updated September 12, 2006.

Memorandum from Frances Townsend, the Assistant to the President for Homeland Security and Counterterrorism on Federal Department and Agency Pandemic Plans. Final Meta Check list: Key Elements of Departmental Pandemic Influenza Operational Plans, November 29, 2006.

Federal Emergency Management Agency (FEMA) Pandemic Influenza Continuity Of Operations (COOP) Annex Template and Instructions, 2007.

Pandemic Influenza Guidance Supplement to the 2006 Public Health Emergency Preparedness Cooperative Assessment Agreement Phase II, July 10, 2006.

Appendix 1. National Planning Scenarios Analysis Matrix, *n.d.*

Draft Continuity of Operations Plan (COOP) Template, Transportation Security Administration (TSA), Department of Homeland Security, *n.d.*

Federal Preparedness Circular – 65.

Pandemic Influenza Annex M to the HQ Environmental Protection Agency (EPA) COOP Plan, October 11, 2007.

Status of Telework in the Federal Government: Report to Congress, United States Office of Personnel Management, June 2007.

Homeland Security Presidential Directive (HSPD) – 20, May 2007.

Human Capital Guidance for a Pandemic Health Crisis, U.S. Office of Personnel Management, October 23, 2007.

Equal Employment Opportunity Commission Documents:

Working Draft Employee's Guide to Telework, EEOC, September 2007.

Working Draft Proven Best Practices for Managing Telework, October 2007.

EEOC Order 180.001, Occupant Emergency Plan, July 31, 2000.

EEOC Continuity of Operations Plan, July 2007.

Various EEOC Hurricane Katrina Historical Records, 2005-2006.

APPENDIX C: ACCRONYMS

ADA	American with Disabilities Act
COOP	Continuity of Operations
ERG	Emergency Relocation Group
FEMA	Federal Emergency Management Agency
FPC	Federal Preparedness Circular
GETS	Government Emergency Telecommunications System
HSPD	Homeland Security Presidential Directive
OPM	Office of Personnel Management
PDA	Personal Digital Assistants
PPE	Personal Protective Equipment
PRT	Pandemic Response Team
TT&E	Test, Training, and Exercises
WHO	World Health Organization

Equal Employment Opportunity Commission (EEOC)

Pandemic Influenza and Continuity of Operations (COOP) Planning

Executive Briefing

December 18, 2007



Briefing Sequence

- Project Plan
- Pandemic Influenza Background
- EEOC COOP Annex Pandemic Template
- Summary

This briefing is provided by Excalibur Associates, Inc. in partial fulfillment of
EEOC Contract 7CF0000224



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PROJECT PLAN



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Project Overview

- Core COOP pandemic preparedness tasks:
 - Project Management Plan (Plan)
 - Draft and Final COOP Pandemic Template
 - Executive Briefing
- High priority, short duration project: 90 days.
- Template will serve as basis for development of EEOC COOP Annex for Pandemic.
- Close coordination with EEOC program staff.

Project Methodology

- 3 Phases: Data Collection; Assessment and Analysis; and Development of COOP Annex Pandemic Template.
- Approach utilized three broad avenues:
 - Development of Lines of Inquiry (LOI) and selected personal/telephonic interviews with EEOC HQ and District Office Senior Management and staff.
 - Research and Assessment of Federal strategy, policy, and instructions; Collection, analysis and incorporation of pandemic influenza COOP “Best Practices”.
 - Frequent In Progress Reviews (IPR).
- “Best Practices” tailored to *unique* EEOC Operational and Legal Pandemic COOP requirements.
- Effort captured EEOC COOP Lessons Learned from:
 - Hurricanes Katrina and Rita
 - New York City 9-11 Terrorist Attack
 - Other sources



EEOC COOP Pandemic Objectives

In preparation for a pandemic COOP EEOC will:

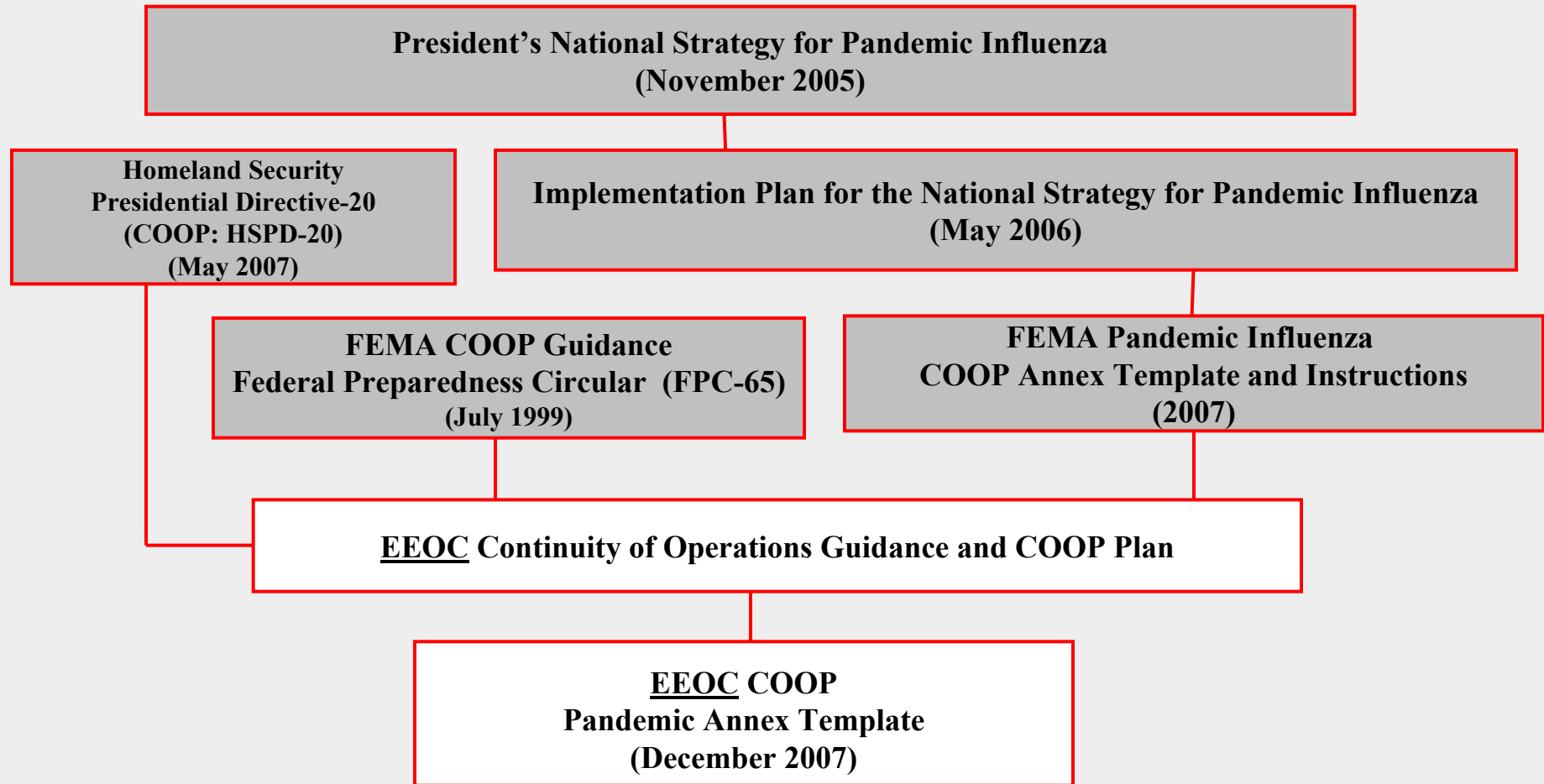
- Prepare for the possibility of a pandemic COOP
- Train and Educate the workforce
- Exercise and Drill key leadership and the workforce

In the event of a pandemic COOP EEOC will:

- Protect the workforce
- Sustain and Maintain mission critical functions
- Continue “Modified” Routine Operations, through, implementation of social distancing and telework



Selected COOP and Pandemic Authorities



Gray shaded boxes represent key authorities used for the development of the EEOC COOP Pandemic Annex Template.

PANDEMIC INFLUENZA BACKGROUND



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Pandemic Influenza

Spanish Flu 1918

- A Pandemic is a Global Epidemic.
- 1918 Spanish Flu killed over 195,000 Americans in three months.
- Spanish Flu: Identified as a viral Influenza
- City of Pittsburgh, PA suffered 50,000 cases and 4,000 fatalities alone.
- Shortages of supplies throughout nation due to illness.
- Corpses left outside homes for pick-up for mass burial; shortages of caskets in large numbers.
- America and the world not prepared.



Next Pandemic Influenza

General Assumptions

- Severe Pandemic's have no routine expectancy, but when they do occur, as in the 1918 "Spanish Flu" they are catastrophic.
- Avian Flu currently presents a significant threat of becoming the next "severe" highly contagious catastrophic (global) pandemic.
- Moderate Pandemic's occur approximately every 30 years (See below chart).

Pandemic Characteristics	Future Pandemic: Moderate (1958/68-like)	Future Pandemic: Severe (1918-like)
Illness	90 million (30%)	90 million (30%)
Outpatient Medical Care	45 million (50%)	45 million (50%)
Hospitalization	865,000	9,900,000
ICU Care	128,750	1,485,000
Mechanical Ventilation	64,875	745,500
Deaths	209,000	1,903,000

Next Pandemic Influenza COOP Planning Assumptions



- In 1918 the world was unprepared, but severe effects of next severe pandemic can be mitigated.
- High absenteeism upwards of 40% can be expected during waves of highly contagious illness/fatalities for periods of upwards of three months.
- Aggressive early implementation of two core techniques will be essential:
 - “Social Distancing” protocols between EEOC employees and EEOC employees and customers
 - Mass Emergency Telework COOP Program

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EEOC COOP ANNEX PANDEMIC TEMPLATE



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COOP Planning

Traditional vs. Pandemic COOP

Traditional EEOC COOP Plan:

- Loss or damage to physical infrastructure (e.g., buildings, IT systems, etc.)
- Relocating key personnel to centralized alternate facilities
- Providing essential functions and services for up to 30 days

Human Pandemic Influenza Considerations:

- EEOC will continue to operate
- Adaptation of COOP essential functions and routine services for periods upwards of 90 days
- Loss of human capital
- Redistribution of staff (e.g., teleworking, social distancing, and alternate work schedules)



EEOC COOP Challenges

- EEOC is a Service-Oriented Organization.
 - Extensive Contact with Public
- Distributed Locations Nationwide.
 - Primarily in high population density areas
 - Limited staffing
- Specialized Title VII Functions of Selected Critical Staff.
 - Legal and Mediation
 - Investigative
 - Discrimination Intake Process
- Possible discrimination is “Emotional Issue” for those individuals filing complaints.



EEOC COOP Pandemic Template

Purpose

- Major step toward EEOC meeting Federal COOP pandemic planning requirements
 - Pandemic Annex to COOP Plan.
- Will provide EEOC the necessary Template and Checklists to facilitate in-depth COOP Planning.
- COOP Pandemic Planning provides beneficial framework to:
 - Contribute toward protecting EEOC Human Capital employees and customers health during a pandemic.
 - Continue EEOC mission essential functions and routine operations in modified form for extend periods upwards of 90 days.
 - Template provides additional broader applicability for other COOP planning, e.g., biological terrorism infectious incidents.



EEOC COOP Pandemic Template

Core Plan

- Core Template and Checklists are built around:
 - EEOC COOP Pandemic Phases
 - 11 Traditional Core COOP Functions
- Full utilization of the Template Checklists will allow for a fully developed and robust COOP Pandemic Annex (Plan) that is supportable and executable.
- Provides planning framework for Pandemic COOP scenario, with applicability and flexibility for other all-hazards situations.



EEOC COOP Pandemic Template Checklists

- Provides key EEOC COOP personnel and leadership consistent decision support processes for preparedness and operational requirements.
- Pandemic Template Checklists
 - Essential part of developing and tracking EEOC COOP Pre-Pandemic and actual pandemic COOP crisis actions.
 - Provide critical framework to identify and track key EEOC actions required during EEOC Phases (See Slide EEOC Phases).
 - Utilized to develop COOP Annex Pandemic Template core COOP Plan.



EEOC COOP Pandemic Template

Checklists

The below table is a screen shot from the COOP Checklist: EEOC
Actions Phase 3: Extended COOP Operations: Days 31-90

Action Required	Completed	In Progress	Not Started	Comments	Location of Document or Supporting Resource
PLANS AND PROCEDURES					
Re-assess need for continued activation of COOP Pandemic Plan	<input type="checkbox"/>				Page xx of COOP Pandemic Annex
Notify EEOC COOP Unified Command national Coordin equivalen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Continue and modify, as necessary, Pandemic Social Distancing and other Risk Communications for employees, and other internal or external customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Check Appropriate Boxes and Update Status of Actions Required

“Actions Required Column” are those EEOC Actions required during each respective EEOC Response Phase

EEOC COOP Pandemic Template Phases

FEDERAL GOVERNMENT RESPONSE STAGES		EEOC RESPONSE PHASES
INTER-PANDEMIC PERIOD		
0	New domestic animal outbreak in at-risk country.	EEOC Pre-pandemic Preparedness Phase.
PANDEMIC ALERT PERIOD		
0	New domestic animal outbreak in at-risk country.	EEOC Pre-pandemic Preparedness Phase.
1	Suspected human outbreak overseas.	EEOC Pre-pandemic Preparedness Phase.
2	Confirmed human outbreak overseas.	EEOC Pre-pandemic Preparedness Phase.
PANDEMIC PERIOD		
3	Widespread human outbreaks in multiple locations overseas.	EEOC Pre-pandemic Preparedness Phase.
4	First human case in North America.	EEOC Phase 1: 0-12 Hours.
5	Spread throughout United States.	EEOC Phase 2: Days 1-30
		EEOC Phase 2: Days 1-30
6	Recovery and preparation for subsequent waves.	EEOC Actions Phase 3: Extended Coop Operations: Days 31-90



SUMMARY



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Level of Effort & Highlights

- Short timeline dictated reliance upon interviews and review of key EEOC and Interagency documents and authorities.
- EEOC Interviews Conducted:
 - 12 selected members of Headquarters Staff/Management: OIT, OGC, OLC, OFP, OHR, and Security
 - 10 members of Senior Staff/Management from selected EEOC District Offices: New York, New Orleans, Houston, Indianapolis, and Chicago.
- Documents Reviewed:
 - EEOC Headquarters and District Offices COOP Plans.
 - 20+ U.S. Government Strategy and Policy COOP/Pandemic Documents, other Agency COOP Plans and COOP Templates, and Assessments of other Agency COOP/Pandemic efforts.
- Utilized and incorporated industry “Best Practices.”



Deliverable Timeline

- ✓ Project Management Plan: September 25, 2007
- ✓ Draft COOP Pandemic Template: December 3, 2007
- ✓ Executive Briefing: December 7, 2007
- ✓ Final COOP Pandemic Template: December 18, 2007

There were no problems – excellent support from EEOC staff



Possible EEOC Steps To Consider

- Interviews with over 20 EEOC staff and senior managers and review of existing EEOC COOP Plans, coupled with best practices, provides the basis for possible future EEOC enhancements.
- Develop and Implement:
 - COOP Plan: Pandemic Annex.
 - COOP and COOP Pandemic Training (individual and organizational).
 - COOP Pandemic “Risk Communications,” as required.
 - Develop and update EEOC COOP Pandemic Information on Agency website www.eeoc.gov.
 - COOP and COOP Pandemic Drill and Exercise Program.



Summary

- EEOC Draft COOP Pandemic Annex Template:
 - Addresses core Federal COOP pandemic requirements.
 - Provides EEOC with tailored COOP pandemic approach to EEOC's unique mission and challenges.
- Excalibur met or exceeded all project requirements.



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Equal Employment Opportunity Commission



NEW ORLEANS FIELD OFFICE

CONTINUITY OF OPERATIONS PLAN

(COOP)

APRIL 2017

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I. Executive Summary

Eliminating discrimination in the workplace is the mission of the U.S. Equal Employment Opportunity Commission (EEOC). Under Title VII of the Civil Rights Act of 1964, as amended, The Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, as amended, and the Americans with Disabilities Act of 1990, Genetic Information Nondiscrimination Act of 2008 and the Civil Rights Act of 1991, Congress has made the EEOC the agency of first response to address workplace discrimination.

The Commission's operations are divided into many divisions that work collectively and cooperatively to insure the agency's program functions are achieved. Field Office programs include investigations, mediations, litigation, outreach, and federal sector hearings. When an emergency occurs, an office's constituency will likely be divided between those within the region of a disrupting event and others outside the event. Constituency who are personally affected by a disaster will turn first to securing basic needs for family and self. As the emergency passes and normal activity returns individuals will seek information regarding pending charge activity or desire to obtain the services of the EEOC.

Constituency outside the disaster area will want to file charges or seek Commission assistance, advice and direction regarding claims of employment discrimination. The following sets forth the New Orleans Field Office's plan to provide CONTINUITY OF OPERATIONS (COOP) to serve our employees and stakeholders before, during and after a disaster or disrupting event.

The following sets forth the New Orleans Office plan to provide COOP to serve our employees and stakeholders before, during and after a disaster or disrupting event.

II. Introduction

In accordance with Federal Continuity Directive 1 (FCD-1), the EEOC is required to develop and implement a COOP Plan in each of its District, Field, Area and Local Offices to protect its people and assets, continue essential supporting tasks, and minimize any adverse consequences of disruption resulting from a disaster or catastrophic event. The COOP Plan must also enable the orderly transition (and eventual return) of personnel and vital records/data to pre-designated alternate locations or the implementation of a telework policy depending on the type and duration of the emergency.

The United States Equal Employment Opportunity Commission's (EEOC) New Orleans Field Office (NOFO) has operations that must be rapidly and efficiently resumed in an emergency. While the scope and impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the effect of the emergency on our employees and stakeholders, facilities and mission.

COOP planning is simply good business and is part of the fundamental mission of all responsible and reliable public agencies. Changing threats and recent emergencies have shifted awareness to the need for COOP capabilities that enable federal agencies to continue their essential functions across a broad spectrum of emergencies.

COOP planning has taken on added significance in post Hurricane Katrina New Orleans. Hurricane Katrina disrupted all aspects of life in New Orleans. The New Orleans Field Office was closed for over 90 days. Near normal operations resumed approximately four (4) months after Hurricane Katrina

ravaged the area. From this catastrophe, numerous lessons learned with respect to COOP Planning. This COOP Plan applies the lessons learned so that in future emergencies NOFO will have the capability to ensure continuity of essential management and the mission function of eliminating discrimination in the workplace.

This New Orleans Field Office COOP Plan is formatted to comply with the guidance in FCD-1, while ensuring field office¹ alignment with the Headquarters COOP Order. In general, this COOP Plan provides information on:

- a. What must be done in response to an incident (supporting tasks, plans, and response and recovery procedures)?
- b. Who performs these tasks (orders of succession, delegations of authority, ERG, and damage assessment teams)?
- c. What resources are required to respond to a disaster (Alternate Operating Facility, pre-positioned or existing equipment, communications, information technology support, vendors, and partners)?
- d. What must be done to prepare employees and make resources available to respond (tests, training and exercises, replacement, redundancy)?

The New Orleans Field Office performs critical tasks daily that must be rapidly and efficiently resumed if disrupted in an emergency. While the scope and impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the effect of the emergency on employees and stakeholders, facilities and the mission.

This plan also addresses the unique aspects of the New Orleans office drawing upon experiences of the office during recovery post-Katrina and its geographical vulnerability to some crises; namely hurricanes and levee and port security. It is intended to insure critical operations temporarily and reconstitution after any hazard event up to and including a worst case scenario. This COOP plan supports the performance of essential functions from alternate locations and also provides for continuity of management of the New Orleans Field Office.

Essential Supporting Tasks

The New Orleans Field Office has a set of supporting tasks that support the Agency's Mission Essential Functions (MEFs). These essential supporting tasks are identified and prioritized below. These supporting tasks must be continued under all circumstances to ensure the Agency's MEFs are not disrupted.

¹ The term "field office" is used to represent District, Field, Area and Local Offices, unless otherwise specified.

Essential Supporting Tasks

Priority	Essential Supporting Tasks
1	Re-establish intake process of charges to preserve legal timeliness of new charges.
2	Establish accountability of staff.
3	Reconstruct case files to preserve legal timeliness of existing charges.
4	Investigate and resolve charges of discrimination.
5	Continue Alternate Dispute Resolution (ADR) Functions.
6	Meet Legal Deadlines
7	Accept and process Federal Sector Hearings requests.
8	Continue Administrative Services functions; i.e. Payroll Budget, IT Services.
9	Establish contact with public in jurisdiction not affected by emergency event.

The 9/11 and Hurricane Katrina events disrupted all aspects of life for EEOC field offices in New York and New Orleans. From these catastrophes, numerous lessons have been learned about COOP planning. This COOP Plan applies those lessons learned so that in future emergencies, the New Orleans Field Office will have the capability to continue its mission.

III. Purpose

This COOP Plan prescribes what must be done during the first 12-72 hours of a continuity event and for up to 30 days thereafter, depending on the nature and scope of the emergency. It is intended to address disruptions resulting from threats of any nature and ensure that the New Orleans Field Office has the capability to:

- a. Initiate continuity operations with and without warning;
- b. Alert, notify, and relocate employees;
- c. Regularly plan and conduct testing, training, and exercising of COOP personnel, equipment, systems, processes, and procedures; and
- d. Develop, maintain, and annually review field office COOP capabilities.

IV. Applicability and Scope

This COOP Plan applies to the New Orleans Field Office and all of its employees. Approval and implementation of this Plan is coordinated through the appropriate District Office and the Office of Field Programs (OFP). The Plan addresses the unique aspects of the New Orleans Field Office and its vulnerability to specific geographical area threats. It is intended to ensure field office essential supporting tasks are continued and reconstitution takes place after any emergency or continuity event.

V. Authorities and References

This COOP Plan complies with Federal Continuity Directive – 1 (FCD-1) October 2012.

VI. Concept of Operations

Local emergencies that impact the operations of the New Orleans Field Office are expected to be handled by this office, with support from Headquarters and OFP as requested. At the point where New Orleans Field Office resources become strained and or exhausted, EEOC Headquarters will provide additional guidance and assistance to support the office in implementing its COOP Plan. In the event of a disruption of service at the New Orleans Field Office location, the Director and the ERG may implement one or a combination of the below procedures:

- a. **Relocation to Alternate Operating Facility (AOF)** – The New Orleans Field Office Director's decision to relocate to an AOF will be made in coordination with OFP after an assessment that the primary facility or spaces within it have been rendered unusable. Relocating to an AOF will contribute to a timely and orderly recovery from an emergency and to resuming full office operations. The primary and alternate AOFs for the New Orleans Field Office are:

1. Localized Emergency

- a) **Primary AOF: EEOC Houston District Office**
Mickey Leland Building, 1919 Smith Street, 7th Floor
Houston, Texas 77002
713-651-4900
713-651-4960
- b) **Alternate AOF: EEOC Atlanta District Office**
100 Alabama St, SW, Suite 4R30
Atlanta, Georgia 30303
404-562-6876
404-562-6930

2. Widespread Emergency

- a) **Primary AOF: EEOC Houston District Office**
Mickey Leland Building, 1919 Smith Street, 7th Floor
Houston, Texas 77002
713-651-4900
713-651-4960
- b) **Alternate AOF: EEOC Atlanta District Office**
100 Alabama St, SW, Suite 4R30
Atlanta, Georgia 30303
404-562-6876
404-562-6930

- b. Telework** – After consulting with OFP, the New Orleans Field Office Director may implement its pre-established telework plan as a continuity measure in the event of a disruption at the primary facility. Teleworking can be used to provide a natural social distancing solution in a pandemic environment, reduce strain on resources for office space if the facility is damaged, and provide access to employees who may not be able to physically get to an AOF due to travel restrictions, weather conditions, or personal hardships at home.
- c. Devolution** – Potential catastrophic and/or widespread incidents may render the New Orleans Field Office facility and personnel incapable of or unavailable to conduct emergency or recovery operations. The New Orleans Field Office Director will coordinate with OFP, OCFO and the District Director to devolve command and control of all operations to an AOF until at such time the office is able to reconstitute and resume normal performance of its supporting tasks.

The New Orleans Field Office COOP Plan is location-specific and designed to do the following:

- a) Protect people;
- b) Protect EEOC assets/vital records during an emergency;
- c) Provide stability and continuity during a COOP Plan activation;
- d) Ensure that EEOC regions have alternate operating strategies through which essential supporting tasks can be continued during a disruption; and
- e) Support the District, Field, Area and Local Directors in planning for, responding to, operating in, and recovering from a continuity event in four distinct phases.

VII. Phases of Continuity Operations

It is each employee's responsibility to know what is in the New Orleans Field Office COOP Plan, who acts and when, what needs to be accomplished, how these tasks are communicated, and how employees should train for and participate in testing the office's continuity capability.

There are four phases in continuity operations, with key players involved in each of the phases:

Phase 1: Planning and Preparedness;

Phase 2: Notification, Activation and Relocation (Identification of emergency, activation of ERG teams, communication of event to all staff, relocation and operations from AOF);

Phase 3: Continuity Operations (Damage assessment, communications with stakeholders, possible devolution operations, protection of assets and records, supporting tasks); and

Phase 4: Reconstitution (Recover essential data and information, restore systems and records, and resume normal operations).

PHASE 1: PLANNING AND PREPAREDNESS

In the Planning and Preparedness Phase, the New Orleans Field Office will develop and maintain the office COOP Plan and document the essential elements of continuity (e.g. supporting tasks, orders of succession, vital records, etc.). The New Orleans Field Office Director is responsible for:

- a) Delineating essential supporting tasks for the office;
- b) Assisting Headquarters with completing the field office risk and vulnerability assessment;
- c) Establishing a roster and calling tree of fully equipped and trained emergency personnel;
- d) Establishing and validating the decision process for activating the COOP Plan;
- e) Testing to confirm continuity capabilities (essential supporting tasks, facilities, communications, vital records access, teleworking, etc.);
- f) Ensuring employees maintain current information in Employee Express;
- g) Establishing a process to facilitate personnel accountability in an emergency; and
- h) Documenting the elements of continuity in the COOP Plan (e.g., orders of succession, vital records, etc.).

Family Planning

During a COOP event, employees will need to focus on completing essential tasks. This focus will be disrupted if the employees are also concerned about their families' safety and security. The Director must encourage all emergency personnel to plan for their families' well-being before a disaster strikes.

The New Orleans Field Office Director or designee will implement and maintain the Family Support Plan (Appendix D, Family Support Plan).

COOP Planning Responsibilities

This table delineates the assigned COOP responsibilities for field office staff positions.

Table Ex.2 COOP Responsibilities by Position

Responsibility	Position (assigned by Field Office Director)
Update COOP Plan annually.	Program Operations Analyst
Update Emergency records quarterly.	Program Operations Analyst
Review vital files, records, and databases.	Field Director/Supervisors
Conduct alert and notification tests.	Field Director
Develop and lead COOP training.	Program Operations Analyst
Plan and lead COOP exercises.	Field Director/Enforcement Manager
Updating Employee Express contact info	All employees

PHASE 2: NOTIFICATION, ACTIVATION AND RELOCATION

This phase follows the decision to activate the New Orleans Field Office COOP Plan and continues until the ERG is fully operational at the AOF. The decision to activate the COOP Plan can be triggered in one of two ways:

- a) The Federal Government may initiate continuity operations if a threat directly impacts Federal agencies; or
- b) The New Orleans Field Office Director or successor may initiate the COOP Plan based on a localized emergency or threat in coordination with OFP.

Commencing continuity operations is a process that involves several critical steps:

- a. An Alert is declared, either externally or internally to warn of an imminent threat or provide an initial status report on an emergency event or crisis.
- b. To accomplish the Alert, the New Orleans Field Office Director will utilize available communications (phone, e-mail, text, etc.) to alert the following:
 - 1. District Office Director
 - 2. EEOC Office of Field Programs (OFP)
 - 3. New Orleans Field Office ERG
 - 4. All New Orleans Field Office employees
 - 5. Headquarters COOP Program Manager
 - 6. AOF Point of Contact (POC) if applicable
 - 7. Devolution Site POC, if applicable
- c. The New Orleans Field Office Director or successor, in coordination with OFP and the field office ERG, will then determine the event criticality level and recommend activation of the COOP Plan. A chain of command under succession planning has been established to address the unavailability of the Director or successor.
- d. The New Orleans Field Office Director will report the COOP Plan activation status to the ERG and office staff.
- e. The New Orleans Field Office Director, field office ERG and OFP coordinate relocation options (i.e. telework, relocation or devolution), notifies COOP and/or emergency designated essential staff and advises all other personnel what to do and where to go.
- f. If a COOP event occurs outside of normal working hours, before 7:00 a.m. and after 6:00 p.m., the New Orleans Field Office Director will alert OFP and the field office Emergency Relocation Group. Managers and supervisors who are part of the ERG will notify their direct reports via e-mail, group text messaging and cell phone. Employees are responsible for designating a “first contact number” when providing their emergency contact information.

New Orleans Field Office employees may obtain additional information from the Agency Operating Status line at 1-855-230-8186 or at www.eeoc.gov if they are aware of an event but have not been directly contacted by a supervisor.

Continuity Event Levels

There are different levels of continuity events which may cause an activation of this COOP Plan. The New Orleans Field Office Director, with assistance from Headquarters, will complete a risk analysis to identify specific high risk events and establish the corresponding COOP Plan activation and response levels for threats which are considered the most likely to occur in the New Orleans Field Office area.

Table Ex.3 Continuity Level Matrix

The matrix below covers typical events with corresponding severity levels.

Level 3	Level 2	Level 1
Wide-Spread Flooding	Scattered Flooding	Isolated Flooding
Major Weather Event	Moderate Weather Event	Minor Weather Event
Major Infrastructure Damage	Moderate Infrastructure Damage	Minor Infrastructure Damage
Terrorist Act	Terrorist Act	Terrorist Threat
Pandemic	Epidemic	Security/Crime
	City Services Emergency	City Services Emergency

Level 1 - Temporary Interruption: Disruption involving part of the New Orleans Field Office facility (e.g., flood on one floor of building disrupting information technology). Facilities, equipment, and data are not seriously affected; office personnel, building engineers, or vendor personnel can handle the problem with minimal interruption to processing and services. May require activation of the COOP Plan without relocation to the AOF. Some telework may be required.

At **Level 1**, normal operations may or may not be suspended. The threat would be localized or isolated to the building or immediate surrounding area. Personal safety and health would only be slightly endangered. The duration of this event or threat would only last from a few hours to **a few days**. A Level 1 event is unlikely to rise to a higher level event. The main facility or building would be operational, but normal business operations would be suspended in a room, floor, or section due to some form of localized disruptive incident. Under a Level 1 Emergency, the New Orleans Field Office COOP Plan is activated for those internal offices impacted. The Director may request assistance from Headquarters.

Level 2 - Temporary Interruption with Limited COOP Activation: Disruption involving the entire New Orleans Field Office facility (e.g., bomb threat). The COOP Plan is activated based on the affected areas, services, and duration of the disaster; relocation to the primary AOF, if available, or telework may be required.

A Level 2 event would shut down normal operations temporarily. Many surrounding areas would likely become inaccessible. Personal safety and health would be threatened. Office operations could be suspended for **up to 2 weeks**. A Level 2 event could rise to a higher level. The primary facility might be closed for normal business activities, but the cause of the disruption may not affect surrounding buildings, utilities, or transportation systems. Under a Level 2 emergency, the New Orleans Field Office COOP would be fully activated. Non-ERG employees may be directed to remain at home and await instructions.

Level 3 - Full COOP/ Activation: Disruption at the New Orleans Field Office and surrounding area (e.g., natural disaster, major snow fall, or earthquake). Full COOP Plan activation will occur with relocation to the Alternate Operating Facility or implementation of telework.

A Level 3 event would make the building, city and surrounding areas inaccessible for normal business activities for **at least 2 weeks to greater than 30 days**. Personal safety and health would be threatened. The office facilities would not be functional. Worst case scenarios can be expected. The New Orleans Field Office COOP Plan would be fully activated under a Level 3 emergency and the AOF would most likely be far outside the affected area.

Level 3 Event (With Notice)

Time-line of Operations for Level 3 Events

In general, when a Category A event such as a Hurricane occurs, timely notice is very important for preparation. **Category A events, however, could be expected or unexpected.** As such, limited notice or no notice may be:

Expected Event

When notice is given of an anticipated COOP event such as Hurricane/Tropical System in the Atlantic Ocean or nearing the Gulf of Mexico, all employees will insure the adequacy of designated work they will transport with them. On June 1 of each year, the Enforcement Manager, Supervisory Investigators and Investigators will determine the charge files investigators will likely transport with them in the event on an evacuation. The Enforcement Manager, with consultation from the Supervisors and input from the Investigators will coordinate and insure the designation of at least **8-10 charge files** for transport that will provide an adequate amount of work for at least **30 days**. **These charges will likely have been filed 60 to 90 days before June 1 of each year, have been illegible for or returned from ADR and be of sufficient complexity.** All pending charge intake work that including correspondence necessary to interview charging parties and serve an EEOC form 5 must be taken as well. Copies of charging party correspondence should be transported not the originals.

When the National Weather Service has determined that the tropical system is likely to enter the Gulf of Mexico or forms in the Gulf, active preparations should immediately begin. **This usually occurs 4 to 5 days prior to the anticipated landfall.** Employees should begin to check files and work products for transport in shipping boxes provided by the New Orleans Field Office.

- It is strongly suggested that employees take their Laptop computers with them.

- Within **4 days or 96 hours** or of the anticipated land fall of a Hurricane/Tropical Storm, the New Orleans Field Office will authorize a liberal leave policy. All preparations for evacuation of the office and your personal evacuation plans should be complete by this time.
- Depending on the forecast of a hurricane (Such as a Category 2 hurricane or greater or a storm that produces more than an 8 foot storm surge) **the New Orleans Field Office will officially close 84 to 60 hours (3.5 -2.5 days) of anticipated land fall of the tropical system.**

The work gathered by employees to be taken to their evacuation site should sustain the essential functions of the office initially for up to 30 days. Due to the relatively small size of the New Orleans Field Office and the type of work performed, many of our functions can be sustained and accomplished by taking advantage of existing infrastructures such as telework.

Specific details for Investigators, CRTIU, Legal, ADR and Hearings staff on what the various responsibilities regarding preparation and performance of work before and after a COOP event are addressed below under essential functions.

Essential Function	Responsible Unit	Time Frames	Accountable Personnel	Required Tasks
# 1 INTAKE Processing of charges to preserve legal timeliness of new charges (Expected Level 3 Event)	CRTIU	When the office receives initial notice of possible COOP event - 4 – 5 days prior to anticipated event	CRTIU Supervisor	-Retrieve all intake mail that is being processed -Insure mail has been date stamped and assigned. -Scan mail -Assign copy of mail to a CRTIU Staff member for processing off site.
			CRTIU Staff	- Perform tasks to identify of basis and issues, date of harm, and all other information required to formalize a charge on pending correspondence. - transfer (AO) charge to Houston District for service of 131 (<i>Please note: The Houston DO will receive and maintain all documents until a mailbox has been set up for the NOFO Office for printing of 131</i>) - Responsible for duplicating and returning one copy of assigned mail to the CRTIU Supervisor.
		Within 84 hours or 3.5 days prior to anticipated COOP Event	Mildred Johnson	- retrieve all signed Form 5s that are pending service. Package will be given to CR/TIU supervisor for preparation for mailing to HDO.
			CRTIU Staff	- Complete minimal IMS entry, formalize charge and forward an e-mail to Houston District requesting them to complete service.

Essential Function	Responsible Unit	Time Frames	Accountable Personnel	Required Tasks
		Within 72 hours or 3 days of anticipated event	CRTIU Supervisor and Staff	<ul style="list-style-type: none"> - Leave detailed message advising customers an option to send a letter or go to the closest office or contact the toll free number. - Pack laptop to take
			Program Operations Ana.	<ul style="list-style-type: none"> - Make arrangements to direct mail to Houston District Office temporarily for processing
#2 Continue Investigation of charges received	Enforcement Units	When the office receives initial notice of possible COOP event - 4 – 5 days prior to anticipated event	Enforcement Unit Supervisors	<ul style="list-style-type: none"> - Print out inventory for each Investigator in Unit and distribute
			Investigators	<ul style="list-style-type: none"> - Gather pre-identified charges that each Investigator wishes to transport. Cases should include all priority cases such as open A1 cases.
		Within 84 hours or 3.5 days prior to anticipated COOP Event	Enforcement Supervisors	<ul style="list-style-type: none"> - Box all Enforcement files and inventory in Supervisor's office. - ADR files boxed and include inventory in Supervisor's office. - pack laptop and any file to take, as well as copies of Investigator inventories.
			Investigators	<ul style="list-style-type: none"> - Box A-1 & A-2 files, intake mail and cause cases. Provide supervisor an inventory list of files to be taken. (This number should average about 20 pieces of work. - Box other files and place a copy of the inventory with the files.
		Within 72 hours or 3 days of anticipated event	Investigators	<ul style="list-style-type: none"> - move boxes across the hall into designated office if located by a window. The designated office will be the closest office across the hall from Investigator's office. - pack laptop to take

Essential Function	Responsible Unit	Time Frames	Accountable Personnel	Required Tasks
		Within 72 hours or 3 days of anticipated event	Investigators	<ul style="list-style-type: none"> - Provide supervisor with a copy of the inventory of cases boxed that will remain in office. - Change voice mail message to advise office is closed due to specific COOP event. Direct caller to the toll free number.
<p>#3</p> <p>Preserve Legal timeliness for action litigation/existing charges of discrimination/file</p>	Legal Unit	When the office receives initial notice of possible COOP event - 4 – 5 days prior to anticipated event	Legal Unit	<ul style="list-style-type: none"> - collect all CD's relative to litigation, i.e. administrative file CD, EEOC pleadings CD, Defendant's pleading's CD, Discovery CD, and all CDs relative to litigation/discovery to take with you. Inventory all CDs and send list to Supervisors in Houston District Office. - Where possible, e-mail any information to your home computer or save on jump drive.
		Within 84 hours or 3.5 days prior to anticipated COOP Event		<ul style="list-style-type: none"> - start boxing all administrative files in offices. Provide inventory list to Supervisors in HDO. Retain copy of inventory list. - files remaining in the office are to be boxed and placed in the Paralegal's Office. Inventory list should be included in box.
		Within 72 hours or 3 days of anticipated event	Attorneys	<ul style="list-style-type: none"> - Litigation files with inventory listing enclosed. - Litigation files remaining in office are to be placed in designated offices across the hall from attorney offices. - Litigation files taken are to be removed under the PII procedures disseminated via e-mail on 10/13/2006. (See Appendix) - List all files taken and e-mail to sup. and self.

Essential Function	Responsible Unit	Time Frames	Accountable Personnel	Required Tasks
#4 – Continuation of the Hearings and ADR Functions	ADR/Hearing	When the office receives initial notice of possible COOP event - 4 – 5 days prior to anticipated event	Hearings and ADR Staff	<ul style="list-style-type: none"> - print out inventory of all cases. - Check calendars for scheduled hearings or mediations. Ensure that contact information for parties are accessible to you in the event session has to be rescheduled.
			Adm. Judges ADR Specialist	<ul style="list-style-type: none"> - identify cases that each Judge/ADR Specialist will take with him/her.
		Within 84 hours or 3.5 days prior to anticipated COOP Event	Hearings and ADR Staff	<ul style="list-style-type: none"> - box files identified to take during COOP event. Provide supervisor an inventory list of files to be taken. Files taken are to be removed under the PII procedures disseminated via e-mail on 10/13/2006. (See Appendix) - box other files and place a copy of the inventory with the files.
		Within 72 hours or 3 days of anticipated event	Hearings and ADR Staff	<ul style="list-style-type: none"> - move boxes across the hall into designated office if located by a window. The designated office will be the closest office/conference room across the hall office. - provide supervisor with a copy of the inventory of cases boxed that will remain in office. - contact parties who have mediations and hearings scheduled and advise that Hearings or Mediation has been postponed until further notice. Ensure that contact info is accurate. - change voice mail message to advise office is closed due to specific COOP event. Direct caller to the toll free number. - pack laptop to take

Essential Function	Responsible Unit	Time Frames	Accountable Personnel	Required Tasks
#5 Continuation of Management /Administrative Service functions: i.e. Payroll, Budget, IT Services,	Management Administrative Unit	When the office receives initial notice of possible COOP event - 4 – 5 days prior to anticipated event	Field Director	<ul style="list-style-type: none"> - Provide support and executive leadership for possible COOP event. - consult with and advise appropriate officials during implementation of possible COOP event. - provide policy, direction, and guidance during implementation of possible COOP event - ensure that delegations of authority and succession procedures are communicated to staff
			Field Director Program Operations Analyst	<ul style="list-style-type: none"> - Monitor developing COOP event. - began to assess possible needs for office and staff. - Ensure that supervisors/managers have office COOP Plan (hard copy and/or jump drive) - advise employees to began implementation of personal COOP plans
			Program Operations Analyst	<ul style="list-style-type: none"> - Distribute boxes, tape and other necessary items for staff to box files - ensure that staff has adequate supplies for working at alternate location, i.e. jump drives - ensure that staff has contact numbers for COOP officials, District contact, headquarters personnel and toll free numbers. - ensure that procedures relative to submission of timecards are issued. - ensure that all personnel docs filed and secured
			IT Specialist	<ul style="list-style-type: none"> - ensure that requests for VPN and wireless internet are submitted to OIT for approval - organize files and equipment to be moved from office.

Essential Function	Responsible Unit	Time Frames	Accountable Personnel	Required Tasks
			Program Resource Sp.	<ul style="list-style-type: none"> - obtain Director's signature on all pending documents - ensure that all travel, procurement, awards & receivers, BOA statements are secured and filed in locked cabinets - ensure all pending checks are remitted to hqtrs. - mail any pending docs to DOI for processing
		Within 96 hours prior to anticipated COOP Event	Field Director	<ul style="list-style-type: none"> - Activate COOP implementation - Activate liberal leave policy - Keep staff updated on FEB, Hqtrs. and District advisories - Box documents to be removed from office utilizing PPI procedures
			Program Operations Analyst	<ul style="list-style-type: none"> - Ensure that all non computer equipment is secure. - Ensure that interoperable communications, such as group text messages is operational - Ensure that all financial systems can be accessed via internet, i.e. VPN, wireless internet. - Secure GSA vehicle
			IT Specialist	<ul style="list-style-type: none"> - Ensure that employee have signed for and received a key to unlock security cables for laptops - Computer equipment in open areas not assigned to particular employee is powered down, moved to secure location, if applicable - Box documents to remove from office (PII procedure) - Ensure safety of vital records

Essential Function	Responsible Unit	Time Frames	Accountable Personnel	Required Tasks
			Program Resource Specialist.	<ul style="list-style-type: none"> - Obligate all travel and purchases in Momentum - Reconcile all credit card transactions - Cancel any travel that may experience an interruption due to the COOP event - Box enforcement files to take
		Within 84 hours or 3.5 days of anticipated event	Field Director	<ul style="list-style-type: none"> - Keep staff updated frequently concerning status of COOP event and office advisories. - Deep district office and OFP abreast of conditions in the area. - Ensure that OFP & district office, management personnel have Field Director's contact info. - Request authorization to officially close office. - Advise staff of office closing. - Leave voice mail message on Director's phone directing callers to Houston District Office or toll free number
			Program Operations Ana.	<ul style="list-style-type: none"> - Pack laptop and other files for removal in accordance with PII - Advise OIT of specific date and time to switch 1-866 toll free number to answered in Houston District Office - Secure office after office is closed.
			IT Specialist	<ul style="list-style-type: none"> - Ensure that computer equipment stored in offices with windows are moved to safe locations and all computer equipment is shutdown properly - Secure vital information and records on server - Complete server-network shutdown process. - box files and document for removal

Essential Function	Responsible Unit	Time Frames	Accountable Personnel	Required Tasks
			Program Resource Sp.	<ul style="list-style-type: none"> - Ensure all open pending documents are packed and taken under PII procedures. - Pack laptop to remove from office - Print all budget reports for fund balances
#6 Continued Outreach in unaffected areas	Management	When the office receives initial notice of possible COOP event - 4 – 5 days prior to anticipated event	Program Analyst	<ul style="list-style-type: none"> - Review outreach calendar to see if any events scheduled during possible COOP event - Determine if any of these events need to be or can be postponed. - Locate outreach items that PA may require to conduct outreach outside of office. - advise hqtrs. Outreach Office of possible COOP event
		Within 84 hours or 3.5 days prior to anticipated COOP Event		<ul style="list-style-type: none"> - Complete processing of any travel scheduled - Forward any request for supplies and services for processing - Box items needed for any outreach events PA is able to attend - Box any files required for continuation of duties in accordance with PII procedures - Secure any outreach equipment in locked space - Ensure access to office database, IMS etc.
		Within 72 hours or 3 days of anticipated event		<ul style="list-style-type: none"> - Cancel any events necessary - Pack laptop and any other outreach equipment to utilize.

PHASE 3 – CONTINUITY OPERATIONS

This phase begins when the New Orleans Field Office ERG assumes operations at the AOF, implements telework, or when the Devolution site has assumed full transfer of control and is conducting operations on behalf of the New Orleans Field Office Phase 3 includes the following priorities:

- a. Continue performance of essential supporting tasks.
- b. Plan for the reconstitution of the primary facility or alternate primary location.

Relocation to AOF and Telework - The New Orleans Field Office ERG is responsible for relocating to and establishing operations in the designated AOF and for ensuring that other personnel are directed to commence teleworking. Since teleworking can be directed in all three continuity event levels, employees must be prepared in advance with their COOP laptops and VPN information. Designated emergency employees who are not able to telework may be required to report to the AOF within an appropriate timeframe.

Alternate Operating Facilities (AOF)

The New Orleans Field Office AOFs are:

Localized Emergency

Primary AOF: EEOC Houston District Office

Mickey Leland Building, 1919 Smith Street, 7th Floor
Houston, Texas 77002
713-651-4900
713-651-4960

Alternate AOF: EEOC Atlanta District Office

100 Alabama St, SW, Suite 4R30
Atlanta, Georgia 30303
404-562-6876
404-562-6930

Widespread Emergency

Primary AOF: EEOC Houston District Office

Mickey Leland Building, 1919 Smith Street, 7th Floor
Houston, Texas 77002
713-651-4900
713-651-4960

Alternate AOF: EEOC Atlanta District Office

100 Alabama St, SW, Suite 4R30
Atlanta, Georgia 30303
404-562-6876
404-562-6930

Vital Files, Records and Databases - Files and records removed from the New Orleans Field Office to ensure continuation of essential supporting tasks will be removed in accordance with the Agency's Personally Identifiable Information (PII) policies. Directors will coordinate with OFP, OIT and OHR for guidance on relocating PII. All other records and files will be maintained in secure space in the current office. In a known or expected event, the office's database contained on the computer server may be shut down prior to an evacuation from the New Orleans Field Office. OIT staff may shut down the server locally or contact OIT for assistance to remotely unload and shutdown the file server. Other vital records such as personnel, budget, and payroll are computerized and can be accessed via a secure network.

PHASE 4 – RECONSTITUTION

This phase begins when the emergency event is mitigated or past and the New Orleans Field Office Director or successor directs a return to the original facility or to another GSA designated alternate long term location. This phase is complete when operations are restored at the original facility or a new facility and the Director terminates AOF or telework operations.

The New Orleans Field Office Director is responsible for:

- a. Informing all personnel, including non-emergency personnel, that the threat of or actual emergency no longer exists; and
- b. Managing an orderly return to the primary operating facility or movement to other temporary or permanent facility(s).

While reconstituting the New Orleans Field Office, essential supporting tasks will continue to be performed by staff via telework. The management, administrative staff and ERG will initiate reconstitution by performing the below tasks:

Upon notification by the City of New Orleans, FEMA (federal, state and local) and any other authorized agency that the COOP event has concluded, reconstitution of the New Orleans Field Office becomes the focal point of the NOFO management, Houston District Office and EEOC Headquarter Offices. Depending on the scope of the COOP event, reconstitution will require:

- The Field Director informing all personnel, including non-emergency personnel, that the threat of or actual emergency no longer exists, and providing instructions for resumption of normal operations.

- COOP Team will supervise an orderly return to the normal operating facility or movement to other temporary or permanent facility(s) using a phased approach if necessary.

The New Orleans Field Office AOFs are:

Localized Emergency

Primary AOF: EEOC Houston District Office
Mickey Leland Building, 1919 Smith Street, 7th Floor
Houston, Texas 77002
713-651-4900
713-651-4960

Alternate AOF: EEOC Atlanta District Office
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404-562-6930

VIII. CONTINUITY COMMUNICATIONS

Systems and equipment that are currently accessible to the New Orleans Field Office to continue essential supporting tasks and communication with internal and external stakeholders are listed below:

IMS availability via the internet - This system will allow accessibility to charge data and other records by appropriate staff.

FPPS and FCS – These systems can be accessed via the VPN network for the continuation of payroll and financial essential functions.

Calling Trees (Personally identifiable information (PII) Not for Public Release) - The New Orleans Field Office is responsible for developing and maintain the Office Calling Tree and emergency personnel roster.

GETS – The New Orleans Field Office Director maintains a GETS Card for emergency communications.

EEOC Operating Status – www.eeoc.gov and EEOC Operating Status Line (1-855-230-8186). In a COOP event, employees can obtain information about the operating status of their primary office from the website or by calling the phone number.

Blackberry – The Text messaging capability of the Blackberry enables the New Orleans Field Office Director to maintain communication accessibility with the staff.

The New Orleans Field Director maintains the group email on his Blackberry

United States Private Public Partnership (USP3) The New Orleans Field Office currently participates in the Federal Executive Board's (FEB) (USP3). This nationwide secure web-based system is designed to serve as a coordination conduit, and it provides a common network and repository for information sharing and 24/7 emergency-alert notification capabilities. Maintaining this database enables the FEB to serve as a conduit for the flow of emergency and essential communication before, during, and after national and/or local emergencies impacting Federal agencies. This communication network provides the FEB with the ability to send targeted or simultaneous broadcast messages, via e-mail, cell phone text messages, or text-to-speech phone messages 24 hours a day.

Additional Communications Considerations

- a. The New Orleans Field Office Director must notify constituency of where complaints can be filed during the disruption.
- b. The New Orleans Field Office Director or successor must make arrangements for the Post Office to forward mail to the AOF.
- c. The New Orleans Field Office IT Specialist/Program Operations Analyst, if assigned, Director, or designee, must coordinate with the local phone service provider to forward all telephone calls to the AOF.

IX. Devolution

If the New Orleans Field Office Director or successors are totally unable to perform their COOP responsibilities, the office's essential functions will be transferred to the Houston District Office. If the District Office COOP staff are also incapacitated, functions will be transferred to another District, Field, Area or Local Office designated by OFP.

X. Test, Training, and Exercises

The New Orleans Field Office COOP Plan is required to be tested at least once a year by FCD-1. To maintain New Orleans Field Office continuity capability, an Office COOP test, training, and exercise program has been established. Major components of this program include training all staff in their COOP responsibilities and conducting periodic exercises to test and improve COOP plans, procedures and systems.

TYPE OF TRAINING	SPECIFIC TRAINING
Table Top	<ol style="list-style-type: none"> 1. Table-Top Exercises (TTE) will be conducted every year. 2. These exercises will include Alert and Notification drills, Emergency Communications drills and tests, and specific emergency tests. 3. Specific drills will be conducted over a two-year period in preparation for one full-scale exercise.
Awareness Curriculum	<ol style="list-style-type: none"> 1. The COOP plans are confidential documents 2. The Program Operations Specialist will plan and coordinate awareness meetings with staff.
Leadership Training	Leadership training will be incorporated into the TTE program.
Alert and Notification Tests	At least one announced or unannounced Alert and Notification test will be conducted by June 1st every year.
Operations Exercises	At least one full-scale operations exercise will be conducted once every two years in conjunction with other agency(ies).
Alternate Facility Tests	<ol style="list-style-type: none"> 1. An Alternate Facility exercise will be tested at least annually by June 1st – the official start date of the hurricane season. 2. The alternate site test, i.e. alternate work place will include ensuring that all employees have the capability to work at home or other site, sufficient equipment and supplies.
After Action Reviews (AAR) and Corrective Action Plan (CAP)	Deficiencies revealed during testing will be evaluated and remediated by the Field Director or his designee as soon as possible.
Annual Plan Update	<ol style="list-style-type: none"> 1. The COOP Plan will be reviewed during an annual meeting to be held by May 15th. 2. Copies of the updated COOP plan will be distributed by May 23rd.

XI. Human Capital

Human capital management is critical in ensuring the flexibility required of staff during times of crisis. The New Orleans Field Office will ensure the staff is adequately trained and able to perform their essential supporting continuity tasks. In the event of a loss of staff or critical staff shortage after an emergency event, New Orleans Field Office will receive support from OHR and OFP to facilitate fast hiring capabilities. The New Orleans Field Office will ensure the safety of its employees and provide assistance to support their families during a continuity event. The Director is responsible for ensuring:

- a. All employees have a clear understanding of what they are to do in an emergency;
- b. All employees are aware of compensation policies for emergency situations.
- c. The ERG is aware of the specific protocols for identifying and assisting employees with special-needs before, during and after a COOP event.

Calling Trees (Personally identifiable information (PII) Not for Public Release)

Once the COOP Plan is activated, the New Orleans Field Office Director will make initial contact with the ERG and office staff utilizing the office calling tree. The Director, and the ERG, will maintain copies of the calling tree at home and in their offices.

Personnel Accountability

As the COOP situation progresses, the ERG must be able to reach employees when needed. All New Orleans Field Office employees are required to submit an emergency contact sheet listing cell phone numbers, land line telephone numbers, personal e-mails, evacuation locations and contact numbers. Employees are also required to enroll in the Employee Express contact program.

Work Schedules

The New Orleans Field Office Director has the authority to order work and change work schedules to accomplish the mission in COOP and emergency situations. For most disaster situations, the Director may direct all non-emergency employees to go home to await further notice. Some employees may be required to report to an AOF, or, if a quarantine situation applies, directed to work from home. In some cases, the Director will designate employees to back fill positions on an ERG team when the situation mandates.

SUMMARY OF THE CONTINUITY PLAN APPENDICES

The New Orleans Field Office Continuity Plan Appendices are working documents to facilitate continuity operations. The checklists and tables in the Appendices are prepared, completed and maintained by New Orleans Field Office Director or designated staff. The table below outlines the Appendices and the subject area.

Table Ex. 6 List of Appendices

Appendix		Subject
A	Elements of Continuity	Documents the field office supporting tasks which are carried out during a continuity event; orders of succession; delegations of authority; essential AOF information; office records which are vital for continuity operations; and TT&E objectives.
B	Emergency Relocation Group	Documents the field office ERG and team and individual responsibilities during the four phases of a continuity event.
C	Activation, Notification and Relocation	Describes the specific steps that the office will take to implement the continuity plan from activation to recovery and resumption of normal operations.
D	Family Support Plan	Provides basic area-specific information for staff to reference.

APPENDIX A. ELEMENTS OF CONTINUITY

1. ESSENTIAL SUPPORTING TASKS

Essential supporting tasks are those activities that enable the New Orleans Field Office to sustain the essential functions of the Agency in an emergency or crisis situation. To conserve limited New Orleans Field Office resources available to support a COOP program, the New Orleans Field Office Director has narrowed the supporting tasks to be performed to those that are absolutely essential during the emergency period. The New Orleans Field Office plans to defer or suspend the following office tasks:

The tasks in Table A.1 are considered essential and will be continued during a continuity event.

Table A.1 Field Office Essential Supporting Tasks

Responsibility	Position
Update COOP plan annually.	Program Operations Analyst
Update Emergency records -quarterly.	Program Operations Analyst
Review status of vital files, records, and databases.	IT Specialist
Conduct alert and notification tests.	Field Director and Program Operations Analyst
Develop and lead COOP training.	Program Operations Analyst
Plan COOP exercises.	Field Director and Program Operations Analyst

2. ORDERS OF SUCCESSION

The field office order of succession for the Director and key staff is three levels “deep”. Upon assumption of the duties of the New Orleans Field Office Director, the successor shall notify OFP. The order of succession information will be maintained at the designated AOF and devolution sites.

Table A.2 Orders of Succession

POSITION TITLE (FROM)	SUCCESSOR(S) (TO)
Field Office Director	District Office Director
District Office Director	Deputy Director
Deputy Director	Enforcement Manager
Enforcement Manager	Supervisory Investigator
Supervisory Investigator	Investigator
Investigator	Program Analyst

In the unlikely event that none of the above management personnel are available, the geographically separated Houston District Office Director will assume direct supervision of the New Orleans Field Office to devolve operations in accordance with the Agency’s COOP Order 180.003.

3. DELEGATIONS OF AUTHORITY

The below delegations of authority will take effect when normal channels of direction and control are disrupted and will terminate when these channels are restored. The Director is responsible for updating the delegations of authority as changes occur. Copies must be maintained at the Agency Headquarters, the New Orleans Field Office and the designated New Orleans Field Office primary and secondary AOFs.

POSITION TITLE (FROM)	SUCCESSOR(S) (TO)
Field Office Director	District Office Director
District Office Director	Deputy Director
Deputy Director	Enforcement Manager
Enforcement Manager	Supervisory Investigator
Supervisory Investigator	Investigator
Investigator	Program Analyst

4. ALTERNATE OPERATING FACILITIES (AOF)

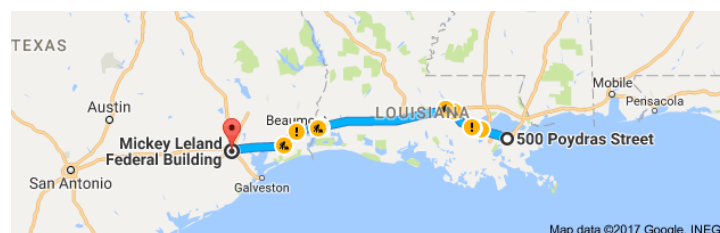
In the event that the New Orleans Field Office COOP Plan must be activated and normal functions cannot continue at the primary facility, the New Orleans Field Office ERG will relocate to the following AOFs in order to continue essential supporting tasks:

Localized Emergency

Primary AOF: EEOC Houston District Office

Mickey Leland Building, 1919 Smith Street, 7th Floor
Houston, Texas 77002
713-651-4900
713-651-4960

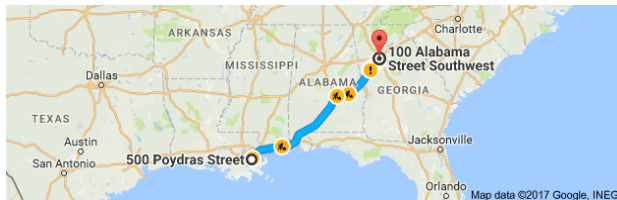
Directions from the New Orleans Field Office to the Houston District Office, 5 h 15 min (349 mi) via I-10 W. Head east on Poydras St, 13 ft. Make a U-turn, 1.0 mi. Take the ramp on the left onto I-10 W, 0.3 mi. Merge onto I-10 W, 78.5 mi. Keep left at the fork to stay on I-10 W, follow signs for Interstate 10 W/Lafayette, 121 mi. Keep left to stay on I-10 W, Entering Texas, 64.8 mi. Keep left at the fork to stay on I-10 W, 81.0 mi. Take exit 768B on the left to merge onto I-45 S, 0.8 mi. Take exit 47D for Pierce St, 0.7 mi. Keep left, follow signs for Jefferson Ave, 0.2 mi. Continue onto Jefferson St, 325 ft. Turn right onto Smith St. Destination will be on the left, 472 ft. Mickey Leland Federal Building, 1919 Smith St, Houston, TX 77002



Alternate AOF: EEOC Atlanta District Office

100 Alabama St, SW, Suite 4R30
Atlanta, Georgia 30303
404-562-6876
404-562-6930

Directions from the New Orleans Field Office to the Atlanta District Office, 6 h 40 min (469.7 mi), via I-10 E, I-65 N and I-85 N. Head east on Poydras St, 13 ft. Make a U-turn, 0.6 mi. Turn right onto Lasalle St, 0.3 mi. Turn left at the 3rd cross street onto Tulane Ave, 0.1 mi. Take the Interstate 10 E ramp to Slidell, 0.2 mi. Merge onto I-10 E, 32.2 mi. Keep right to stay on I-10 E. Passing through Mississippi. Entering Alabama, 103 mi. Take exit 20 on the left for I-65 N toward Montgomery, 0.6 mi. Continue onto I-65 N, 170 mi. Take exit 171 for I-85 N toward Atlanta, 0.3 mi. Continue onto I-85 N. Entering Georgia, 160 mi. Take exit 246 for Central Ave toward Downtown, 0.5 mi. Merge onto Central Ave SW, 0.7 mi. Continue straight to stay on Central Ave SW, 492 ft. Turn left onto M.L.K. Jr Dr SW, 0.2 mi. Turn right onto Forsyth St SW, Destination will be on the right. 482 ft, 100 Alabama St SW, Atlanta, GA 30303.

**Widespread Emergency****Primary AOF: EEOC Houston District Office**

Mickey Leland Building, 1919 Smith Street, 7th Floor
Houston, Texas 77002
713-651-4900
713-651-4960

Alternate AOF: EEOC Atlanta District Office

100 Alabama St, SW, Suite 4R30
Atlanta, Georgia 30303
404-562-6876
404-562-6930

Alternate Operating Facility Support Information

The AOF Support Plan must be coordinated by the New Orleans Field Office Director during Phase 1.

AOF Support Plan**a. Space Availability:**

The EEOC Houston District Office can immediately support 4 personnel that may relocate to the AOF. This requires the AOF to send several non-emergency employees home on administrative leave or to telework during the extent of the New Orleans Field Office relocation.

b. EEOC Houston District Office Contact Information (Personally identifiable information (PII) Not for Public Release)

Title	Name	Office Phone	Home Phone	Cell (Blackberry)
District Director				
Deputy Director				
DRM				

c. EEOC Houston District Office Site Transition Support Team Members (Personally identifiable information (PII) Not for Public Release)

Title	Name	Office Phone	Home Phone	Cell (Blackberry)
District Director				
Deputy Director				
Field Office Director				

d. Directions:

See page 29

e. Parking Available:

There are several parking locations in close proximity to the Houston District Office. Additionally, there is metered parking available behind the building (on Pierce St).

SP+ Parking @ 1900 Smith Street
Parking garage in Houston, Texas
1900 Smith St, Houston, TX 77002
(713) 965-1776

f. Available Resources:

Local Hotels and Restaurants:

The Whitehall Houston
1700 Smith St, Houston, TX 77002
(713) 739-8800

The Lancaster Hotel
701 Texas Ave, Houston, TX 77002
(713) 228-9500

Gregory's Deli
1919 Smith St # 104, Houston, TX 77002
(713) 659-2002

Benihana
1318 Louisiana St, Houston, TX 77002
(713) 659-8231

Medical Assistance:

St. Joseph Medical Center
2.9 (125) · Hospital
1401 St Joseph Pkwy
(713) 757-1000

Children's Memorial Hermann Hospital
3.9 (63) · Children's Hospital
6411 Fannin St
(713) 704-5437

Local Radio Stations

The following is a list of FCC-licensed radio stations in Louisiana and Texas:

KANE 1240 AM - New Iberia, Louisiana
KBON 101.1 FM - Eunice, Louisiana
KCIL 96.7 FM - New Orleans, Louisiana
KKND 102.9 FM - New Orleans, Louisiana

KUHF 88.7 FM - Houston, Texas
KPFT 90.1 FM - Houston, Texas
KTSU 90.9 FM - Houston, Texas
KUHA 91.7 FM - Houston Texas

g. Requested Resources:

Table A.3 AOF Resource Requirements to Support Relocation of the New Orleans Field Office ERG

Type of Space	Seats	Office Furniture Available	Telephone and connections	Computers & Network Connections	Notes
Immediately Available positions					
Seats	4	4 Desks	4 Telephone* & 2 Fax & 2 Printer Connections	4 EEOC Tailored Computer Connections	Temporary Cell Phones Acceptable
Possible Additional Positions					
Cubicles	4 Workstations	4 Telephones and one Printer	4 EEOC Tailored Computer Connections		
Offices	0				
Conference Rooms	1	Conference Table with 4 Chairs			
Totals	5				

5. COMMUNICATIONS

If COOP activation requires employees to telework or relocate to an AOF, employees will need to be able to communicate from the AOF with the New Orleans Field Office stakeholders. ERG personnel will need to ensure their assigned EEOC laptops have the appropriate software loaded that will enable VPN access to EEOC's network from any location.

Table A.4 Calling Tree Form (Personally identifiable information (PII) Not for Public Release)

Emergency Contact Calling Tree (Not for Public Release)				
Name/ Position	Home Address	Home Phone /Cell Phone/Blackberry/ Personal E-mail	Out of Area Contact Name	Out of Area Mailing Address and Phone
District Director				
Deputy Director				
Field Office Director				
Enforcement Manager				

Enforcement Supervisor				
------------------------	--	--	--	--

Documentation of Computers, Hardware and Software

The New Orleans Field Office Director and IT Specialist, if assigned, are responsible for maintaining an inventory of computers (e.g., desktops and laptops), hardware (e.g., printers, scanners, fax, network and associated routers) utilized at the office to ensure a complete recovery of all systems after a catastrophic event.

6. VITAL RECORDS

The New Orleans Field Office Director is responsible for identifying vital records in coordination with OIT. OIT is responsible for ensuring that the vital records are backed up and secured and can be accessed via the Agency network. Should the EEOC Headquarters primary facility be impacted by a disaster that results in an outage, the back-up site must activate within 12 hours to avoid any serious degradation in service and to enable employees to operate without issue. The Director, in conjunction with the Records Custodian, is responsible for maintaining the below vital records list and ensuring that users and OIT are backing up vital records periodically.

Table A.5 Vital Records Identification Form

Record	Location (Media Type)	Function # Associated with Record	Update (frequency, person responsible)
Letters of Determination	Investigators' Office Files/Desks /File Room (Case Files)	6, 7	Daily (Investigators, Information Technology Specialist)
Notices of Rights to Sue	Enforcement Supervisor/Director's Office Files/Desks and File Room (Cases Files)	6, 7	Daily (EM, Spvr/Field Office Director and Information Technology Specialist)
Section 83 Requests	Denver Field Office S:/Drive: hard copy in office Section 83 Request File Cabinet (Case Files)	6	Upon Request (Information Technology Specialist)

Record	Location (Media Type)	Function # Associated with Record	Update (frequency, person responsible)
FOIA	Office Automation Specialist Desk File (Case File) and New Orleans Field Office Local Server	6	Upon Request (Office Automation Assistant in Houston District Office (HDO) and Server Backup Daily/OIT
Reconsideration Determinations	Reception (Correspondence File)	6	Upon Request (OAA- HDO)
OCLA Correspondence (Congressional)	Reception (Correspondence File)	2	Upon Request (Enforcement Manager, OAA- HDO)
Served Charges	New Orleans Field Office ERG staff	4	Daily (ERG Staff)
Referrals to DOJ	File Cabinets in File Room (Case Files)	6	As Required (ERG Staff)
IMS Information, including Charge Info, Systemic Watch List, Contact Information	Local Server and Headquarters Database	1,2,4,6	Server Backup Daily/OIT
Incoming/Outgoing Mail Logs	Local Server S Drive	3,4,6,7	Server Backup Daily/OIT
Office Standardized Forms, Letters & and Instruction	Local Server- S:/Drive	3,4,6,7	Server Backup Daily/OIT
Mail/Postal Expenditures	OAA Files/District/ Headquarters	3,4,5,6	OAA-HDO (daily)

7. DEVOLUTION

When the New Orleans Field Office experiences a catastrophic event that incapacitates the Director and all successors, all essential operations and supporting tasks will be devolved through the transfer of command and control to the following designated field office location in accordance with the COOP Order:

EEOC Houston District Office

Mickey Leland Building, 1919 Smith Street, 7th Floor
Houston, Texas 77002
713-651-4900
713-651-4960

Table A.6 Devolution Site

Devolution Site	
Physical Address including building name, map of general area & written directions.	EEOC Houston District Office Mickey Leland Building, 1919 Smith Street, 7th Floor Houston, Texas 77002 713-651-4900 713-651-4960 Directions, see page 29.
Contact Name and Phone to Activate Devolution.	Houston District Office Director 713-651-4960
Location phone number or assigned number if forward phone routing arrangements made.	713-651-4900
List priority supporting tasks to be devolved.	Enforce Federal laws prohibiting employment discrimination; Receive, investigate and resolve through litigation charges of employment discrimination; conduct administrative hearings, issue appellate decisions on complaints filed by federal sector employees; Conduct EEOC Personnel Accountability; establish and maintain communications, IT infrastructure, and mission critical applications; communicate status of regulated entities to EEOC personnel and external stakeholders; execute continuity program operations; coordinate with facilities and building management; communicate status of EEOC through website to employees, and Headquarters; complete critical human resources, financial, and contracting/procurement transactions, and budget preparations and submission; continue pending litigation; and develop event specific plan and assignments to complete agency functions
List of resources required for devolution site to continue supporting tasks.	VPN, Internet, Laptop. Vital records, case files, SA cases and transportation (government vehicles) if are accessible.

8. TEST, TRAINING, AND EXERCISES (TT&E)

Test, training, and exercising of COOP capabilities are essential to demonstrating, assessing, and improving the ability to execute the COOP. The New Orleans Field Office COOP plans must be tested each year to validate the planning assumptions and make changes based upon local impacts. The New Orleans Field Office test program will include:

- a. Semi-annual testing of COOP alerts, notifications, and activation procedures;
- b. Semi-annual testing of plans for the recovery of vital records, critical information systems, services, and data;
- c. Quarterly testing and drills of COOP communications capabilities;
- d. Annual testing of primary and backup infrastructure systems and services at alternate operating facilities or telework sites (e.g., power, water, fuel).
- e. Annual COOP awareness briefing (or other means of orientation) for the entire staff;
- f. Annual team training for COOP personnel; and
- g. A comprehensive debriefing conducted after each exercise for the participants to identify systemic weakness in plans and procedures and recommend COOP plans revisions

Table A.7 New Orleans Field Office TT&E Plan

New Orleans Field Office Test, Training and Exercise Program Plan			
Program	Method(s)	Audience	Frequency
TESTING			
Periodic testing of COOP alert, notification, and activation procedures.	Tabletop test	Emergency Personnel	Annual
Semi-annual testing of plans for the recovery of vital records, critical information systems, services, and data.	Testing of backups	Emergency Personnel	Semi-Annual
Periodic testing of COOP communications capabilities.	Call tree activation	Emergency Personnel	Semi-Annual
Annual testing of primary and backup infrastructure systems and services at AOFs or telework site (e.g., power, water, fuel).	Relocate essential personnel	Emergency Personnel	Annual
TRAINING			
Annual COOP awareness briefing (or other means of orientation) for the entire workforce	Meeting/Briefing	All personnel	Annual
Introductory course on Continuity of Operations Planning (COOP) at http://training.fema.gov/EMIWeb/IS/is546.asp .	Online	All personnel	As required
Annual team training for COOP personnel.	Tabletop exercise	Emergency Personnel	Annual

New Orleans Field Office Test, Training and Exercise Program Plan			
Program	Method(s)	Audience	Frequency
Annual team training for agency personnel (and host or contractor personnel) assigned to activate, support, and sustain COOP operations at alternate operating facilities or telework site.	Tabletop exercise	Emergency Personnel	Annual
Annual exercise that incorporates the deliberate and pre-planned movement of COOP personnel to an AOF or telework site.	Relocate essential personnel	Emergency Personnel	Annual
A comprehensive debriefing conducted after each exercise for the participants to identify weaknesses in plans and procedures and recommend COOP plans revisions	Meeting/Briefing	Emergency Personnel	Annual, after the test

APPENDIX B. EMERGENCY RELOCATION GROUP (ERG)

The COOP ERG organization for the New Orleans Field Office is comprised of four separate teams:

ERG Personnel	
Executive Team	Provides overall direction and guidance for control of the continuity event and is responsible for the protection of assigned employees and assets.
Management and Advance Teams	Manages the entire continuity event process until Headquarters' assets can be leveraged to support the response and recovery effort.
Support Team	Personnel designated to work on incident management, damage assessment or other continuity actions in support of the ERG and office.
Non-Essential Personnel	Personnel not assigned to an ERG team or are not required initially for continuity operations who may be released from the work place and placed on administrative leave or directed to telework.

Table B.1 ERG Contact Roster (Personally identifiable information (PII) Not for Public Release)

Executive Team	
Name	Position and Contact Information
	District Office Director
	Deputy Director
	Field Office Director
Management Team	
Name	Position and Contact Information
	District Director
	Enforcement Manager
Advance Team	
Name	Position and Contact Information
	Enforcement Supervisor
	Enforcement Supervisor
Support Team	
Name	Position and Contact Information
	Enforcement Supervisor
	Management Assistant

APPENDIX C. ACTIVATION, NOTIFICATION AND RELOCATION

The below checklist of activities is designed to assist the New Orleans Field Office with implementation of its continuity plan.

Table C.1 COOP Implementation Checklist

Action to be Performed	Assigned to	Due by	Completed	Comments
When notified of an event:				
Contact OFP, District Director and Headquarters COOP Contacts	Field Office Director	No less than 30 minutes of event		
Place the office on alert of the potential recovery operation.	Field Office Director	No less than 30 minutes of event		
Shut down appropriate systems.	HQ OIT	Upon notification		
Evacuate the facility, (evacuation and personnel accountability should follow the procedures in the Occupant Emergency Plan (OEP)).	Management Team	Per situation		
Lock the office if the situation permits.	Management Team	Per situation		
If notified after normal working hours: contact local authorities (Building Management/Fire Dept/Police) to determine the accessibility of the facility. Contact the building GSA representative.	Field Office Director Supervisor, T6 Supervisor T7 Intake supervisor	No less than 30 minutes of event		
If access is restricted, obtain an estimate of when access will be allowed by the authorities.	Management Team	As situation warrants		
Assess the extent of damage to the facility and its contents. Obtain facility and content damage reports and injury reports from local authorities.	Management Team	As situation warrants		
Determine COOP Plan activation level and notify stakeholders of decision. Temporary Interruption – Facilities, equipment, and data are not seriously affected; Office personnel, building engineers, or vendor personnel can handle the problem with minimal interruption to processing and services.	District Office Director Field Office Director DRM	As situation warrants		

Action to be Performed	Assigned to	Due by	Completed	Comments
Limited COOP Activation – Certain staff, but not all, will be activated based on the affected areas and services. Full COOP Activation – All staff will be activated.				
Declare COOP Plan Activation at the appropriate level (temporary interruption, limited, or full activation).	Field Office Director	As situation warrants		
Invoke the calling tree to inform employees (use email or cell phones if regular phones are not working).	Unit Supervisors	As situation warrants		
Obtain personnel accountability.	Field Office Director	As situation warrants		
Determine which employees should remain in the facility (if applicable).	Field Office Director	As situation warrants		
Direct selected employees to go home or remain at home.	Field Office Director	As situation warrants		
Subsequent to initial notice, coordinate with Headquarters on any changes in status or resource needs.	District Office Director Field Office Director	As situation warrants		
In coordination with OFP, determine appropriate means and message to inform partners / customers of the status of the office (in business, at another location, shut down)	District Office Director Field Office Director DRM	As situation warrants		
Notify any vendors / stakeholders of support that may be required.	DRM	As situation warrants		
Coordinate with building management to evaluate resources required to restore facility.	Field Office Director	As situation warrants		
Prepare original site or a temporary site for the return of EEOC personnel.	Management Team	As situation warrants		
Once facility is restored:				
Notify OFP, District Director and other Headquarters COOP Contacts	Field Office Director	As situation warrants		
Install / restore IT systems.	HQ OIT	As situation warrants		
Direct non-emergency employees to continue telework or return to facility.	Unit Supervisors	As situation warrants		
When primary facility restorations are complete, terminate and close out operations at the AOF if relocated	Management Team	As situation warrants		
Resume normal operations at primary or new facility.	Management Team	As situation warrants		

Action to be Performed	Assigned to	Due by	Completed	Comments
Notify partners / customers that the office is back to normal operations.	Management Team	First day of normal operations		

APPENDIX D. FAMILY SUPPORT PLAN

INTRODUCTION

The EEOC New Orleans Field Office COOP Emergency Relocation Group (ERG) plays a key role in the EEOC Continuity of Operations (COOP) Program. During activation of the EEOC New Orleans Field Office COOP Plan, COOP ERG members are responsible for performing EEOC's mission-essential functions (MEF) for a period of up to 30 days or longer at the alternate operating facility (AOF)

During a COOP event, ERG and other Agency COOP designated personnel may be directed to relocate to an AOF and be away from their families for an extended period. This Family Support Plan (FSP) was developed to assist with the safety and well-being of COOP members' families and other EEOC employees during emergencies and disasters. It provides employees who support continuity operations with information for developing a family support plan for their family's needs and safety during the ERG member's absence.

1. PURPOSE

The FSP provides guidance for family members of New Orleans Field Office ERG personnel and COOP designated personnel who may deploy during a COOP event. The FSP provides recommendations on ways to enhance personal and family disaster preparedness for EEOC employees and their families. EEOC COOP Personnel receive notification from the ERG Executive Team when the COOP Order is activated and then notify family when they are directed to relocate to an AOF and to begin implementing the FSP immediately (if required).

2. PREPAREDNESS (COOP Personnel)

- a. **Family Support Plan:** Develop a personal family support plan. Additional information about family support planning can be found on-line at www.ready.gov. Update the FSP when significant changes/updates have been made in family status.
- b. **Training:** Participate in Field Office COOP test, training, and exercise (TT&E) events that test the implementation of Family Support Plans.
- c. **Family Readiness Kit:** Develop a personal family readiness kit that will meet their family-specific needs for up to a minimum of 30 days or longer as required. Some items and necessities to be considered for a personal readiness kit are listed in this FSP guide.
- d. The site www.ready.gov is also a helpful resource when developing a family readiness kit.

3. PREPAREDNESS (COOP TEAM Members' Families)

- a. Plan to remain housed for up to 30 days or longer as required.

- b. Ensure personal items are available in Family Readiness Kits. See Table 1-14-1 for examples of Family Readiness Kit Items.

4. FAMILY READINESS KITS

- a. A checklist is provided to assist with developing a sound family support plan.
- b. COOP personnel should maintain a copy of the plan at work and at home, and share it with family members. A copy should be shared with neighbors named in the plan, and with family members in or out-of-town.
- c. See www.ready.gov for more family preparedness resources.

5. EMPLOYEE FAMILY READINESS CHECKLIST

a. Employee Family Readiness Checklist

[] I have developed a CHILD care plan to assure children in my care will be cared for in my short-term absence e.g. day care alternatives, alternate after-school place to go, neighbor assistance, family member assistance.

[] I have developed an ADULT/ELDER care plan to assure adults in my care will be cared for in my short-term absence e.g. adult day care alternatives, alternate care site, neighbor assistance, family member assistance.

[] I have developed a PET care plan to assure pets in my care will be cared for in my short-term absence e.g. neighbor assistance, family member assistance.

b. The following items should be included in a Family Readiness Kit:

- ☐ Water, 1 gallon of water per person per day, for drinking and sanitation
- ☐ Food, at least a 3-day supply of nonperishable food
- ☐ Battery-powered radio and extra batteries
- ☐ Flashlight and extra batteries
- ☐ First aid kit
- ☐ Whistle to signal for help
- ☐ Dust mask or cotton t-shirt, to help filter the air
- ☐ Moist towelettes for sanitation
- ☐ Wrench or pliers to turn off utilities
- ☐ Can opener for food (if kit contains canned food)

- ☐ Plastic sheeting and duct tape to shelter-in-place
- ☐ Garbage bags and plastic ties for personal sanitation

Clothing and Bedding - One complete change of warm clothing and shoes per person, including:

- ☐ A jacket or coat
- ☐ Long pants
- ☐ A long-sleeve shirt
- ☐ Sturdy shoes
- ☐ Extra wool or cotton socks
- ☐ A hat and gloves
- ☐ A sleeping bag or warm blanket for each person

Other Readiness Kit Items to Consider

- ☐ Emergency reference material such as a first aid book or a printout of this information
- ☐ Rain gear
- ☐ Mess kits, paper cups, plates, and plastic utensils
- ☐ Cash or traveler's checks, change, bank checks, ATM cards
- ☐ Paper towels
- ☐ Fire extinguisher
- ☐ Tent
- ☐ Compass
- ☐ Matches in a waterproof container
- ☐ Signal flare
- ☐ Paper, pencil
- ☐ Medicine dropper
- ☐ Feminine supplies
- ☐ Personal hygiene items
- ☐ Disinfectant
- ☐ Household chlorine bleach: use bleach as a disinfectant
- ☐ Cell Phone
- ☐ Scissors

- ☐ Tweezers
- ☐ Tube of petroleum jelly or other lubricant

Non-prescription drugs:

- ☐ Aspirin or non-aspirin pain reliever
- ☐ Anti-diarrhea medication
- ☐ Antacid (for upset stomach)
- ☐ Laxative

Documents to have on hand

The following documents or materials should be included in the Family Readiness Kit.

Important Family Documents

Keep copies of important family records such as insurance policies and identification and bank account records in a waterproof, portable container.

Important documents**UPDATED copies of the following should be maintained by COOP personnel:**

- ☐ Program Office contact list (names and addresses and telephone numbers)
- ☐ Important reference documents needed to perform duties.
- ☐ Confidential documents in paper or electronic form should be secured or password protected.
- ☐ Paper, pencil, roadmap.
- ☐ Government Emergency Telecommunications Card (GETS) calling card – IF ISSUED.
- ☐ Cell phone/PDA, radio or other alternate communications equipment.
- ☐ Passwords and combinations needed should be kept safe!

Table D-1: Recommended Preparedness Kit Items

Family Preparedness Kit Items	
Identification and charge/credit cards <ul style="list-style-type: none"> • ID card (Government/DoD) • Driver's license • Health insurance card • Personal charge card • ATM card 	Medical needs <ul style="list-style-type: none"> • Emergency phone numbers and addresses (relatives, medical doctor, pharmacist) • Insurance information, list of allergies/blood type • Prescription drugs (if required) • Over-the-counter medications, dietary supplements (if required) • Hearing aids and extra batteries • Glasses and contact lenses • Extra pair of eyeglasses or contact lenses and solutions • Inhalers • Pet supplies and medications
Important information/documents <ul style="list-style-type: none"> • Personal contact number (local and out-of- area) • Legal/financial documents 	Laundry needs <ul style="list-style-type: none"> • Laundry detergent • Fabric softener
Communication equipment <ul style="list-style-type: none"> • Pager or Blackberry • Cell phone and charger • Personal long distance phone card • Laptop • Chargers and batteries as needed 	Toiletries <ul style="list-style-type: none"> • Toothbrush, toothpaste, dental floss • Bath soap and shampoo • Hair dryer, curling iron • Electric/non-electric razor and shaving cream/lotion • Personal hygiene items
Clothing <ul style="list-style-type: none"> • Season-appropriate clothes • Shoes • Jackets/coats/sweaters/sweatshirts 	Entertainment/recreation items <ul style="list-style-type: none"> • Cards, games, puzzles, toys, books, magazines • Electronic toys, radio and batteries • iPod, iPad, CD player

6. List of Agencies/Organizations to Assist Employees/Families in Case of Emergency

New Orleans Police Department
715 South Broad St
New Orleans, LA 70119

Hours of Operation

Monday–Friday

8:00am–5:00pm

Non-Emergency Calls/To File Report (504) 821-2222

Emergency Calls: 911

<http://www.nola.gov/nopd/districts/>

1st Police District

501 North Rampart St

New Orleans, LA 70112

(504) 658-6010

2nd Police District

4317 Magazine St

New Orleans, LA 70115

(504) 658-6020

3rd Police District

4650 Paris Ave

New Orleans, LA 70119

(504) 658-6030

4th Police District

2405 Sanctuary Drive

New Orleans, LA 70114

(504) 658-6040

5th Police District

3900 N. Claiborne Ave.

New Orleans, LA 70117

(504) 658-6050

6th Police District

1930 Martin Luther King Blvd

New Orleans, LA 70113

(504) 658-6060

7th Police District

10101 Dwyer Road
 New Orleans, LA 70127
 (504) 658-6070

8th Police District

334 Royal St
 New Orleans, LA 70130
 (504) 658-6080

New Orleans Fire Department

New Orleans Fire Department Headquarters
 317 Decatur St
 New Orleans, LA 70130

Hours of Operation
 Monday-Friday
 8:30am-4:30pm

Non-Emergency Calls (504) 658-4700
 Emergency Calls: 911
<http://www.nola.gov/nofd/contact-us/>

Fire Stations by Address

Fire stations do not take citizen calls, however, citizens can call the main non-emergency NOFD phone line, (504) 658-4700, to be connected to an individual fire house.

COMPANY	ADDRESS	ZIP	DISTRICT NEIGHBRHOO	NOFD District
SQURT 01 CAR 421 EMS	2920 MAGAZINE ST	70130 B	IRISH CHANNEL	6th District
SQURT 04	6900 DOWNMAN RD	70126 D	PINES VILLAGE	4th District
ENGINE 06	4500 OLD GENTILLY RD	70126 D	DESIRE AREA	3rd District
SQUAD 07 HAZMAT	1441 ST PETER ST	70116 C	TREME - LAFITTE	2nd District

COMPANY	ADDRESS	ZIP	DISTRICT NEIGHBRHOOD	NOFD District
RESCUE 07				
ENGINE 08	3300 FLORIDA BLVD	70117 D	FLORIDA AREA	3rd District
ENGINE 09	449 ESPLANADE AVE	70116 C	FRENCH QUARTER	3rd District
ENGINE 10	14069 MORRISON RD	70128 E	LITTLE WOODS	4th District
ENGINE 12	5600 FRANKLIN AVE	70122 D	MILNEBURG	3rd District
ENGINE 13	987 ROBERT E. LEE BLVD	70124 A	LAKESHORE - LAKE VISTA	5th District
SQURT 14	200 S. ROBERTSON ST	70112 B	CENTRAL BUSINESS DISTRICT	2nd District
ENGINE 15	1211 ARABELLA ST	70115 A	AUDUBON	6th District
SQURT 16	2000 MARTIN LUTHER KING JR. BLVD	70113 B	CENTRAL CITY	2nd District
ENGINE 17	4115 WOODLAND DR	70131 C	OLD AURORA	8th District
ENGINE 18	773 HARRISON AVE	70124 A	LAKEVIEW	5th District
ENGINE 20	425 OPELOUSAS AVE	70114 C	McDONOGH	8th District
SQURT 21	3940 PARIS AVE	70122 D	ST. BERNARD AREA	5th District
QUINT 24	1040 POLAND AVE	70117 C	BYWATER	3rd District
ENGINE 25 LADDER 07	2430 S. CARROLLTON AVE.	70118 A	LEONIDAS	6th District
ENGINE 26 LADDER 09 CAR 505	436 S. JEFFERSON DAVIS PKWY	70119 B	MID-CITY	5th District
SQURT 27 LADDER 11 CAR 503	2118 ELYSIAN FIELDS AVE	70117 D	SEVENTH WARD	3rd District
ENGINE 29 CAR 500 MAIN OFFICE	317 DECATUR	70130 C	FRENCH QUARTER	2nd District
ENGINE 31	19808 CHEF MENTEUR HWY	70129 E	LAKE CATHERINE	4th District

COMPANY	ADDRESS	ZIP	DISTRICT NEIGHBRHOO	NOFD District
ENGINE 33 LADDER 06	3340 GENERAL MEYER AVE	70114 C	U.S. NAVAL BASE	8th District
ENGINE 35	964 N. CARROLLTON AVE	70119 A	CITY PARK	5th District
ENGINE 36 LADDER 13 CAR 504	5403 READ BLVD	70127 E	READ BLVD EAST	4th District
ENGINE 37	13400 CHEF MENTEUR	70129 E	VIAVANT	4th District
ENGINE 38 CAR 506	4940 CLARA ST	70115 B	FRERET	6th District
ENGINE 40 CAR 508	2500 GENERAL DE GAULLE DR	70114 C	BEHRMAN	8th District
ENGINE 39	1616 CAFFIN AVE	70117 E	LOWER NINTH WARD	3rd District
SQUAD 02 RESCUE 02 CAR 502	801 GIROD ST	70112 B	CENTRAL BUSINESS DISTRICT	2nd District
ENGINE 45 @ NASA Michoud	13800 OLD GENTILLY	70129 E	VIAVANT	4th District
NOFD Information Technology	701 ROSEDALE DR	70124 A	NAVARRE	5th District

Entergy Gas Company

621 17th St #915

Denver Colorado

Emergency

Non-Emergency

<http://www.entergy-neworleans.com/>**REPORT AN EMERGENCY OR GAS LEAK – 24/7**

1-800-968-8243-800-9OUTAGE)

REPORT AN OUTAGE or get status – 24/7

Text OUT to 368374

1-800-968-8243 (1-800-9OUTAGE)

Sewerage & Water Board of New Orleans

625 St Joseph St · (504) 529-2837

Open until 5:00 PM

Sewerage and Water Board of New Orleans
8800 S Claiborne Ave · (504) 529-2837

Sewerage & Water Board of New Orleans
2900 Peoples Ave · (504) 529-2837

**American Red Cross Chapter
Louisiana Capital Area**
4655 Sherwood Common Blvd.
Baton Rouge, LA 70816
Phone: (225) 291-4533

Southwest Louisiana
3512 Kirkman St.
Lake Charles, LA 70607
Phone: (337) 478-5122

Acadiana (Lafayette area)
101 N. Pat St.
Scott, LA, 70583
Phone: (337) 234-7371

Salvation Army
Administration Building
4526 South Claiborne Avenue, New Orleans, LA 70125
(504) 899-4569

Employee Assistance Program (EAP)
<http://www.foh.dhhs.gov/services/eap>
(800) 457-9808

Federal Emergency Management Agency (FEMA)
fema.gov
(800) 462-9029
(800) 462-7585 TTY

Office of Homeland Security and Emergency Preparedness
Administrative Offices: (504) 658-8700
<http://www.nola.gov/homeland-security/>

Weather Assistance
Email address www.weather.gov
<http://www.srh.noaa.gov/ohx>