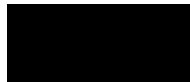


# CONTINUITY OF OPERATIONS PLAN (COOP)

CITY OF LAS VEGAS - OFFICE OF CULTURAL AFFAIRS



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**Plan Approval and Authorization**

The undersigned acknowledge they have reviewed the Continuity of Operations Plan (COOP) for City of Las Vegas - Office of Cultural Affairs and approve the contents and scope of the COOP.

\_\_\_\_\_  
Director, Cultural Affairs, Office of Cultural Affairs

\_\_\_\_\_  
Date

# I. INTRODUCTION

The mission statement as provided by the City of Las Vegas - Office of Cultural Affairs is as follows:

The Office of Cultural Affairs' mission is committed to the recovery of the local arts community by engaging in programs and partnerships that demonstrate excellence, and ensure a more peaceful and just community for Las Vegas residents and visitors. We accomplish this mission by safely implementing performing and visual arts planning and services that are sustained by promoting, supporting, and enhancing meaningful and timely arts experiences to residents of the Las Vegas metropolitan area.

## A. Purpose

This Continuity of Operations Plan (COOP) has been created for the City of Las Vegas - Office of Cultural Affairs, also referred to as OCA. The Continuity of Operations Plan establishes policy and guidance to ensure the execution of the mission-essential functions for the OCA in the event that an emergency threatens or incapacitates operations; and the relocation of selected personnel, functions, and equipment of any essential facilities of the OCA are required. Specifically, this COOP is designed to:

- Ensure that the OCA is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
- Ensure that the OCA is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
- Provide timely direction, control, and coordination to the OCA leadership and other critical customers before, during, and after an event or upon notification of a credible threat.
- Establish and enact time-phased implementation procedures to activate various components of the "Plan".
- Facilitate the return to normal operating conditions as soon as practical, based on circumstances and the threat environment.
- Ensure that the OCA COOP is viable and operational, and is compliant with all guidance documents.
- Ensure that the OCA COOP is fully capable of addressing all types of emergencies, or "all hazards" and that mission-essential functions are able to continue with minimal or no disruption during all types of emergencies.

## B. Applicability and Scope

The provisions of this document apply to the OCA and its offices. Support from other organizations as described herein will be coordinated with the Director, Cultural Affairs (██████████) as applicable. This document applies to situations that require relocation of mission-essential functions of the OCA as determined by the Director, Cultural Affairs (██████████). The scope does not apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the

primary facility within a short period. The Director, Cultural Affairs ( [REDACTED] ) will determine situations that require implementation of the COOP.

### C. Supersession

### D. References

- Comprehensive Preparedness Guidance (CPG) 101, Developing and Maintaining Emergency Operations Plans, Version 2, November 2010.
- Comprehensive Preparedness Guidance (CPG) 201, Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide, Third Edition, May 2018.
- Continuity Guidance Circular (CGC), February 2018.
- Federal Continuity Directive 1 (FCD-1), Federal Executive Branch National Continuity Program and Requirements, January 2017.
- Federal Continuity Directive 2 (FCD-2), Federal Executive Branch Mission Essential Functions and Candidate Primary Mission Essential Functions Identification and Submission Process, June 2017.
- National Disaster Recovery Framework (NDRF), Second Edition, June 2016.
- National Fire Protection Association (NFPA) 1600: Standard on Continuity, Emergency, and Crisis Management, 2019 Edition.
- National Incident Management System (NIMS), Third Edition, October 2017.
- National Planning System, February 2016.
- National Preparedness Goal, Second Edition, September 2015.
- National Response Framework (NRF), Third Edition, June 2016.
- Nevada Emergency Operations Plan.

### E. Policy

The OCA recognizes and acknowledges that the protection of its assets and business operations is a major responsibility to its employees and respective jurisdiction. Therefore, it is a policy of the OCA that a viable COOP be established and maintained to ensure high levels of service quality and availability. It is also a policy of the OCA to protect life, information, and property, in that order. To this end, procedures have been developed to support the resumption of time-sensitive business operations and functions in the event of their disruption at the facilities identified in this plan. The OCA is committed to supporting service resumption and recovery efforts at alternate facilities, if required. Likewise, the OCA and its management are responsible for developing and maintaining a viable COOP that conforms to acceptable insurance, regulatory, and ethical practices and is consistent with the provisions and direction of other OCA policy, plans, and procedures.

### F. Authorities



- Homeland Security Act of 2002, as amended (6 U.S.C. § 101 et seq.).
- Americans with Disabilities Act of 1990 (ADA), Title II and Title III, as amended (42 U.S.C. §§12131-12165, 12181-12189).
- Executive Order 13347, Individuals with Disabilities in Emergency Preparedness, July 22, 2004.
- Presidential Policy Directive 40, National Continuity Policy, July 15, 2016.
- Presidential Policy Directive 8, National Preparedness, March 30, 2011.
- Presidential Policy Directive 21, Critical Infrastructure Security and Resilience, February 12, 2013.

## G. Glossary

**Alternate Facility:** A location other than an organization’s normal facility used to conduct mission-essential functions in the event of COOP activation.

**COOP Relocation Team (CRT):** Members of the organization who have been trained to respond to emergencies necessitating the use of COOP. These members are responsible for reporting to the alternate facility and for making sure mission-essential functions are maintained.

**COOP Support Team (CST):** Personnel who do not report directly to the alternate facility. These individuals might initially be told to return to their homes until otherwise notified (e.g., they may be needed as backup to support the CRT in carrying out mission-essential functions).

**Continuity of Government (COG):** All measures that may be taken to ensure the continuity of essential functions of governments in the event of emergency conditions, including line of succession for key decision makers.

**Continuity of Operations Planning (COOP):** Organizations’ efforts to ensure continuance of minimum essential functions during and after disruptive incidents of all kinds.

**Delegation of Authority:** A statement provided to Authority senior management by the senior departmental executive that delegates authority and responsibility. Many agencies require a written delegation of authority to be given to the agency head prior to their assuming command of larger incidents.

**Mission-Essential Functions:** An organization’s prioritized functions that must be performed under all operational conditions. COOP plans are created to ensure that these functions can continue to be performed at some threshold level of effectiveness even following a major disaster.

**Orders of Succession:** The official sequence in which one person assumes the roles and responsibilities of a particular function within the organization in the event the usual leadership is unavailable to perform those duties.

**Vital Records:** Records, documents, or other information that, if damaged or destroyed, would cause considerable inconvenience or require replacement or re-creation at considerable expense. These are often records or documents, which, for legal, regulatory, or operational reasons, cannot be irretrievably lost or damaged without materially impairing the organization’s ability to continue operations.

## II. CONCEPT OF OPERATIONS (CONOP)

### A. Objectives

The objective of this COOP is to ensure that a viable capability exists for OCA to continue essential functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible. The objectives of this COOP include:

- To ensure the continuous performance of essential functions/operations during an emergency.
- To protect essential facilities, equipment, records, and other assets.
- To reduce or mitigate disruptions to operations.
- To reduce loss of life, minimize damage and losses.
- To identify and designate principals and support staff to be relocated.
- To facilitate decision-making for execution of the COOP and the subsequent conduct of operations.
- To achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

### B. Planning Considerations and Assumptions

In accordance with continuity guidelines and emergency management principles/best practices, a viable COOP capability:

- Must be maintained at a high-level of readiness.
- Must be capable of implementation, both with and without warning.
- Must be operational no later than 12 hours after activation.
- Must maintain sustained operations for up to 30 days.
- Should take maximum advantage of existing local, State or federal government infrastructures.

### C. COOP Execution

This section outlines situations that can potentially lead to activation of the COOP due to emergencies or potential emergencies that may affect the ability of the OCA to perform its mission-essential functions from its primary and other essential facilities. This section also provides a general description of actions that will be taken by the OCA to transition from normal operations to COOP activation.

#### **COOP Activation Scenarios**

The following scenarios would likely require the activation of the OCA COOP:

- The primary facility or any other essential facility of the OCA is closed for normal business activities as a result of an event or credible threat of an event that would preclude access or use of the facility and the surrounding area.
- The area in which the primary facility or any other essential OCA facility is located is closed for normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, pandemic, civil disturbance, or terrorist or military threat or attack. Under this scenario, there could be uncertainty regarding whether additional events such as secondary explosions or cascading utility failures could occur.

The following scenario would NOT require the activation of the OCA COOP:

- The primary facility or any other essential facility is temporarily unavailable due to a sudden emergency such as a fire, bomb threat, or hazardous materials emergency that requires the evacuation of the facility, but only for a short duration that does not impact normal operations.

### **COOP Activation**

The following measures may be taken in an event that interrupts normal operations, or if such an incident appears imminent and it would be prudent to evacuate the primary facility or any other essential facility as a precaution:

- The Director, Cultural Affairs ( [REDACTED] ) may activate the COOP to include activation of the alternate facility.
- The Director, Cultural Affairs ( [REDACTED] ) will direct some or all of the COOP Teams to initiate the process of relocation to the alternate facility (see Sections II-D and II-F). The COOP Teams will be notified using the notification procedures outlined in Section IV of this document.
- The COOP Teams will initiate relocation to the alternate facility site and will ensure that the mission-essential functions of the closed primary or other impacted facility are maintained and capable of being performed using the alternate facility and available resources, until full operations are re-established at the primary/impacted facility.
- OCA staff members who do not have specific COOP assignments may be called upon to supplement the COOP Team operations.
- Representatives from other government or private organizations may also be called upon to support COOP operations.
- The COOP Teams and their members will be responsible for ensuring the continuation of the mission-essential functions of the OCA within 12 hours and for a period up to 30 days pending regaining access to the affected facility or the occupation of the alternate facility.

*\*\*\* Section IV of this document provides additional detail on the procedures that will be used for COOP activation and implementation.*

Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the OCA COOP will be executed in response to a full range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures. In most cases, it is likely there will be a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable

the partial, limited, or full activation of the COOP with a complete and orderly alert, notification of all personnel, and activation of the COOP Teams.

Without warning, the process becomes less routine and potentially more serious and difficult. The ability to execute the COOP following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the physical facilities, and whether personnel are present in the affected facility or in the surrounding area. Positive personnel accountability throughout all phases of emergencies, including COOP activation, is of utmost concern, especially if the emergency occurs without warning, during duty hours.

*\*\*\* Section II-I of this document provides additional information on warning conditions and related procedures.*

#### D. Time-Phased Implementation

In order to maximize the preservation of life, property, and information in the event of any natural or man-made disaster or threat, time-phased implementation may be applied. Time-phased implementation is used to prepare and respond to current threat levels, to anticipate escalation of those threat levels and, accordingly, plan for increased response efforts and ultimately full COOP activation and facility relocation. The extent to which time-phased implementation will be applied will depend upon the emergency, the amount of warning received, whether personnel are on duty or off-duty at home or elsewhere, and, possibly, the extent of damage to essential facilities and their occupants. The Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP. These levels of disaster are defined as:

- **Minor Disaster** - Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance.
- **Major Disaster** - Any disaster that will likely exceed local capabilities and require a broad range of outside resource support including state or federal assistance. The State of Nevada Emergency Management Agency and the Federal Emergency Management Agency (FEMA) will be notified and potential state and federal assistance will likely be predominantly recovery-oriented.
- **Catastrophic Disaster** - Any disaster that will require massive state and federal assistance. State and federal assistance will involve response and recovery needs.

As described in Section II-C of this document, COOP activation applies to events or incidents impacting a facility where mission-essential functions are performed to the point that the facility is unable to continue to perform those functions for a duration that will affect normal operations. Using the Disaster Magnitude Classification above, it is possible that a minor disaster would not render a facility unusable. However, minor disasters can escalate into major disasters, and even into catastrophic disasters. Conversely, events that are of short duration and do not impact normal operations (e.g., require a building evacuation only) must also be handled as though they could escalate into a more serious situation. Time-phased implementation of the COOP is a way to be prepared for all levels of emergency/potential emergency scenarios that may or may not require relocation of the primary or other essential facility. This implementation method allows the individual(s) responsible for making decisions to be prepared to fully activate the COOP on very short notice, if necessary, but not prematurely activate the COOP for situations such as the building evacuation-only scenario described above. Listed below is a general summary of the sequence of events that can be followed using time-phased implementation of the COOP:

#### **Phase I – Activation (0 to 12 hours)**

During this phase, alert and notification of all employees, COOP Teams, and other organizations identified as “critical customers” (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

## **Phase II – Alternate Operations (12 hours to Termination)**

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

## **Phase III – Reconstitution and Termination**

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

*\*\*\* Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.*

### **E. Critical Service COOP Staff**

The OCA management and staff that relocate to the alternate facility must be able to continue operations and perform mission-essential functions for up to 30 days with resource support. Specific OCA management and staff will be appointed to serve on COOP Teams to support COOP activations and relocation. It is important that COOP Teams and corresponding responsibilities are established prior to COOP activations so team members can be trained on their team roles and responsibilities. Depending upon the nature and severity of the event requiring COOP activation, the roster and size of the COOP Teams may be adjusted by the Director, Cultural Affairs (██████████) as necessary.

*\*\*\* Annex A provides a description of each COOP Team developed for the OCA COOP including each team member's role and contact information. Annex O provides a complete list of contact information of OCA staff and vendors.*

Because alternate facility space and support capabilities may be limited, staff may need to be restricted to those specific personnel who possess the skills and experience needed for the execution of mission-essential functions. Staff may be directed to move to other facilities or duty stations, or may be advised to remain at or return home, pending further instructions. Individuals may be used to replace unavailable staff or to augment the overall COOP response. COOP activation will not, in most circumstances, affect the pay and benefits of the OCA management and staff.

*\*\*\* Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.*

### **F. Alternate Facility**

The determination of 1) the appropriate alternate facility for relocation, and 2) whether to relocate the OCA to the alternate facility will be made at the time of activation by the Director, Cultural Affairs (██████████); the decision will be based on the incident, threat, risk assessments, and execution timeframe. Arrangements should be made with the management of

all pre-identified alternate facilities to appoint an Alternate Facility Manager who will be responsible for developing site support procedures that establish the requirements for receiving and supporting the staff of the OCA.

To ensure the adequacy of assigned space and other resources, all locations currently identified as alternate facilities and those being considered for alternate facility locations should be reviewed by the OCA management on an annual basis. The Director, Cultural Affairs ( [REDACTED] ) and associated COOP Team Chiefs will be advised of the findings of this review and made aware of any updates made to the alternate facility details.

In conducting a review of an existing alternate facility to determine its adequacy for supporting the operation of mission-essential functions, the following should be considered:

- Ensure that the facility has sufficient space to maintain and support the OCA.
- Ensure that the facility, along with acquired resources, are capable of sustaining operations for performing mission-essential functions for up to 30 days.
- Ensure that the facility has reliable logistical support, services, and infrastructure systems (e.g., electrical power, heating/ventilation/air conditioning (HVAC), water/plumbing).
- Ensure that personal convenience and comfort considerations (including toilet facilities) are given to provide for the overall emotional well-being of staff.
- Ensure that adequate physical security and access controls are in place.
- Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility could be impacted by the same incident that impacts the primary facility.
- Consider cooperative agreements such as Memoranda of Understanding (MOUs)/Mutual Aid Agreements with other agencies or contract agreements with vendors who provide services such as virtual office technologies.

*\*\*\* Annex B provides the location of the OCA alternate facility sites and additional information on alternate facility requirements.*

#### G. Mission-Essential Functions (MEF)

In planning for COOP activation, it is important to establish operational priorities prior to an emergency to ensure that the OCA can complete the mission-essential functions that are critical to its overall operation. The Director, Cultural Affairs ( [REDACTED] ) and associated COOP Teams shall ensure that mission-essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission-essential must be deferred until additional personnel, time, or resources become available. OCA has identified a comprehensive list of mission-essential functions.

*\*\*\* Annex C provides a complete list of prioritized mission-essential functions identified for OCA.*

#### H. Delineation of Mission-Essential Functions

To ensure that mission-essential functions referenced in Section II-G are effectively transferred to the alternate facility and continued with minimal interruption, it is imperative that each function have qualified staff and resources assigned to it. The OCA COOP should be formed with mission-essential functions in mind. As the COOP is developed, specific staff should be

matched up to each of the mission-essential function(s) within the plan. These staff will be assigned to perform these specific mission-essential functions at the alternate facility during COOP activations. The staff working at the alternate facility must be able to ensure that mission-essential functions are carried out. In some cases, the number of staff assigned to the alternate facility may be limited due to lack of facility resources and/or reduced capacity.

*\*\*\* Annex C provides a complete prioritized list of mission-essential functions for OCA. Each mission-essential function includes a breakdown of estimated personnel requirements and estimated equipment requirements needed to ensure the continuation of that specific mission-essential function during COOP activations.*

## I. Warning Conditions

When planning and preparing for emergencies that may require activation of the COOP, a wide range of scenarios must be considered. Impending events such as hurricanes or winter storms may provide ample warning for notification of staff and identification and pre-positioning of resources in preparing for possible COOP activation; other types of events such as earthquakes or terrorist events, may provide no warning.

- **With Warning** - It is expected that, in most cases, the OCA will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and/or deployment of the COOP Teams to an assembly site or the alternate facility.
- **Without Warning** - The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel impacted. If the deployment of the COOP Teams is not feasible because of the unavailability or loss of personnel, including the Director, Cultural Affairs (██████████), temporary leadership of the OCA will be passed to the Office of Cultural Affairs Deputy Director, as identified in Section II-J of this document.
- **Duty Hours** - If an event or incident occurs during work hours, which requires relocation of the primary facility, the COOP will be activated and available members of the COOP Teams will be deployed as directed to support operations for the duration of the emergency. Those individuals who do not have assigned roles in the COOP, will either be sent home or possibly used to provide support to the COOP Teams, if additional assistance is required.
- **Non-Duty Hours** - The ability to contact members of the COOP Teams at all times during duty hours or non-duty hours is critical for ensuring that the COOP can be activated quickly if needed. Procedures must be in place that account for notifying and mobilizing (if necessary) the COOP Teams on extremely short notice.

*\*\*\* Section II-L of this document provides additional information and procedures to be followed based on warning conditions. Section IV-C of this document provides staff activation procedures for duty hours and non-duty hours. Annex F provides detailed instructions regarding Alert Notification Procedures for the OCA.*

## J. Direction and Control

Lines of succession should be maintained by all leadership elements contained within the OCA to ensure continuity of mission-essential functions. Lines of succession are to be provided to a minimum depth of three positions at any point where policy and directional functions are carried out.

Authorized successors to the Director, Cultural Affairs ( [REDACTED] ) are specified as follows:

1. Deputy Director - [REDACTED] - Office of Cultural Affairs - Administration
2. Section Manager - [REDACTED] - Office of Cultural Affairs - Administration
3. Unassigned Person

Each organizational element should pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances, if any, the authority may be delegated.

The Director, Cultural Affairs ( [REDACTED] ) and/or their designee are responsible for ordering activation of the COOP. Members of the COOP Teams may be requested by the Director, Cultural Affairs ( [REDACTED] ) to disseminate COOP guidance and direction during the activation and relocation phases. Pending the activation of the COOP, the COOP Teams Chiefs will monitor the situation and assist in the notification process, as necessary.

Once the COOP is activated, the appropriate officials should be notified and requested to provide any previously agreed upon assistance to the OCA.

*\*\*\* Annex D provides information regarding Lines of Succession. Annex E provides information regarding Delegations of Authority.*

#### K. Operational Hours

During COOP contingencies, the Director, Cultural Affairs ( [REDACTED] ) will determine the hours of operation for the COOP Teams and staff. Members of the COOP Teams must be prepared to support a 24-hour-per-day, 7-day-per-week operation, if needed.

#### L. Alert Notification Procedures

If the situation allows for warning, staff may be alerted prior to activation of the COOP. In all situations allowing for an advanced alert, procedures should be in place and trained upon for effective notification to the OCA key staff members and appropriate officials.

The COOP Teams should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and/or the designated alternate facility location.

The Director, Cultural Affairs ( [REDACTED] ) will direct the activation of the COOP. Upon activation of or notification to activate the OCA COOP, telephone, email, and other methods of communication designated by the OCA may be used to notify its key staff and personnel.

*\*\*\* Annex F provides complete details for Alert Notification procedures for the OCA.*



### III. PROCEDURES

#### A. Personnel Coordination

Procedures should be in place to address any personnel issues that may arise among those individuals who will be responsible for implementing the COOP, as well as, those who do not have specific COOP roles; but may be called upon during COOP activation. Listed below are personnel resources and capabilities in place at the OCA to ensure that emergency and non-emergency staffs are prepared when disasters strike, either with or without warning:

- Communications Plan for emergency and non-emergency staff
- Health, safety, and emotional well-being of all employees and their families
- Pay status and administrative leave issues
- Medical, special needs, and travel issues

Issues will be managed by the Director, Cultural Affairs ( [REDACTED] ) and based on the Policies and Procedures of the OCA.

#### B. Vital Records and Resources

Vital records and resources identified as critical to supporting mission-essential functions have been identified within the COOP and will be maintained, updated, and stored in secure offsite locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how these vital records and resources will be made available to personnel for use in completing mission-essential functions. Identified below are different categories of vital records and resources.

Vital records essential to the continued operation or reconstitution of the OCA during and after a continuity disruption may include:

- Emergency plans and directives
- Orders of succession (Annex D)
- Delegations of authority (Annex E)
- Staff roster (Annex O)
- Staffing assignments
- Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion

Vital records critical to carrying out the OCA legal and/or financial mission-essential functions and activities may include:

- Accounts receivables / Accounts payable documentation
- Contracting and acquisition files

- Personnel files / Human Resource Records
- Payroll documentation / Social Security documentation
- Retirement records
- Insurance records
- Property management and inventory records

*\*\*\* Annex G provides additional information on vital records and provides identification, location, and backup capabilities of OCA vital records necessary for performing mission-essential functions.*

### C. Pre-Positioned Resources

It is strongly encouraged that essential items, such as office supplies, equipment, data, vital records, and other critical resources be pre-positioned at the alternate facility or other off-site location to facilitate relocation during COOP events. The pre-positioned resources should be carefully inventoried and regularly maintained by the Alternate Facility Manager or his/her designee to ensure that there is a clear understanding of what resources are identified as pre-positioned at the alternate facility and what additional resources need to be acquired during COOP events.

### D. Drive-Away Kits

The Director, Cultural Affairs ( [REDACTED] ) is responsible for providing guidance to staff on the necessity of Drive-Away Kits and the contents of these kits. Drive-Away Kits may contain items such as software, databases, forms, publications, and other necessary resources that can be stored in a manageable manner. Checklists need to be developed for the various Drive-Away Kits developed for OCA to help ensure the inclusion of all necessary contents.

It is strongly encouraged that essential items and data be pre-positioned at the alternate facility or other off-site location instead of being carried within Drive-Away Kits, because COOP Team personnel and staff may be at home when the order to relocate is given. Access to the Drive-Away Kits may be difficult or impossible. Items to consider including in these kits:

- State/local regulations; statutes and administrative codes
- Emergency plans/procedures
- List of positions to be filled and procedures needed to continue mission-essential functions
- Laptop(s) with necessary forms/plans/procedures installed
- Office supplies to support operations for the initial period of relocation.

In addition to “official” items carried in the Drive-Away Kits, each staff member relocating to the alternate facility should consider bringing appropriate personal items and changes of clothing for situations of relocation of great distances. In addition, staff should relocate with their OCA identification badge for entry into the alternate facility.

*\*\*\* Annex H provides additional information on specific Drive-Away Kits that have been developed for OCA and their contents.*

## E. Telecommunications and Information Systems Support

Interoperable communications or the ability for the OCA staff to communicate with individuals internal and external to the organization is critical during COOP events. Internal and external communications that will be used within the OCA and its alternate facilities to communicate with officials, emergency response organizations, the media, and/or the public are identified in detail in Annex I.

Access to critical information systems that are used to accomplish mission-essential functions during normal operations from the primary facility should also be arranged for accessibility at the alternate facility. In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For the OCA, the City of Las Vegas IT maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, the City of Las Vegas IT ensures that connectivity exists at the alternate facility. The City of Las Vegas IT will also provide systems technical support during COOP activations.

The telecommunications and information systems capabilities at the OCA alternate facility are sufficient for the performance of mission-essential functions under the COOP.

The following is a checklist that may be used for planning telecommunications and information systems requirements:

- Plans should address all three types of communication (internal, external, and mobile).
- Plans should include the development of telephone trees.
- Plans should consider use of a hotline numbers.
- Plans should consider radio communications using available staff with radios.
- Plans should recognize different needs ranging from a one-hour emergency to an extended emergency.
- Plans should consider the use of a communication center to serve as a hub for communication needs of all local users.
- Plans should strategize for situations in which all communications systems are unavailable.

At a minimum, all COOP Team Members should have cell phones and/or pagers.

*\*\*\* Annex I provides additional information on telecommunications and information systems.*

## F. Transportation, Lodging, and Food

Policies and procedures should be developed that consider transportation, lodging, and feeding of staff working from the alternate facility. During COOP activations, staff members will likely prefer to use their individual vehicles for transportation to the alternate facility; however, in the event that they are not able to do so, an alternate transportation plan should be in place. Procedures for lodging and feeding arrangements should also be developed. All of the items mentioned above can be accomplished by arranging agreements with other agencies or non-profit organizations. Also, it is a good practice to have agreements with pre-identified private vendors to provide support on very short notice during COOP events.

The OCA has procedures that address food, lodging, and purchasing for COOP events.

## G. Security and Access Controls

The Director, Cultural Affairs ( [REDACTED] ) will ensure that all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls. Due to the sensitive information contained in the COOP, the Director, Cultural Affairs ( [REDACTED] ) will also ensure that distribution of the COOP is limited and that an account of those who have access to the plan is maintained.

The Director, Cultural Affairs ( [REDACTED] ) will ensure the following:

- Plans and procedures shall establish a goal of duplicating the level of security established at the vacated primary facility to the alternate facility.
- Alternate technologies, including video technology, may be considered for security.
- Augmentation of security will be addressed, based on the emergency or threat, to include considerations for using local law enforcement, private vendors, or other resources.

*\*\*\* Annex J identifies security measures currently in place for OCA and provides guidelines for arrangements of security measures at alternate facilities.*

## H. Personal and Family Preparedness

All staff, including those individuals actively involved in COOP events or not officially assigned a role during COOP activations should be prepared for and aware of COOP activation procedures. To assure that all employees are prepared for COOP events, training should be a part of the OCA orientation for new staff and should be regularly conducted (at least annually) for all existing staff. The training should focus on preparing employees for situations in which they will not be able to work from their primary facility. The training should advise staff on how to be personally prepared by developing “personal go-kits” as well as emphasize the need for Family Disaster Planning to ensure families are prepared for all types of emergencies, including COOP activations.

*\*\*\* Annex K provides a Family Disaster Plan developed by the Federal Emergency Management Agency (FEMA) that can be used as a guideline for families to prepare for COOP events. It is suggested that these Family Disaster Plan guidelines be distributed to all OCA staff on an annual basis.*

## I. Site Support Procedures

Site support responsibilities are those tasks that must be conducted to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation. These responsibilities include ensuring that an alternate Facility Manager is appointed and that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. These responsibilities also include a planned transition back to normal operations once the emergency situation has passed.

## **IV. ACTIVATION - PHASE I**

The following procedures are suggested as guidelines to follow for COOP activations. They may be adopted or modified as needed to fit with internal requirements. In general, the following procedures are to be followed in the execution of the COOP. The extent to which this will be possible will depend on the event, the amount of warning received, whether personnel are on

duty or off-duty, and the extent of damage to the impacted facilities and their occupants. This COOP is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this COOP is implemented depends on the type and magnitude of the events or threats.

#### A. Alert and Notification Procedures

The OCA notification process related to COOP activation should allow for a smooth transition of the COOP Teams to an alternate facility in order to continue the execution of mission-essential functions across a wide range of potential events. Notification may be in the form of one of the following:

- A COOP alert to the COOP Team members that relocation is anticipated or is imminent.
- An announcement of a COOP activation that 1) directs the COOP Team members to report immediately to an assembly site or a designated alternate facility, and 2) provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility.
- Instructions to COOP Team members to prepare for departure and relocation to a designated alternate facility and instructions to staff.
- Upon receipt of a COOP alert from the Director, Cultural Affairs ( [REDACTED] ) or a designated successor, staff alert and notification procedures (see Annex F) are initiated.

#### B. Initial Actions

Based on the situation and circumstances of the event, the Director, Cultural Affairs ( [REDACTED] ), in consultation with the jurisdiction's senior full-time official (see Annex F), will evaluate the capability and capacity levels required to support the current mission-essential functions of the impacted facility(ies) and, if selected, initiate actions for relocation to the appropriate alternate facility. These actions include measures to be taken in anticipation of COOP activation and actions to be taken upon COOP activation. Once COOP activation is initiated, procedures must be considered for both duty hours and non-duty hours.

In cases where COOP activation is anticipated, the Director, Cultural Affairs ( [REDACTED] )

- Notifies the designated alternate Facility Manager to prepare for the relocation of the impacted facility and to prepare the appropriate alternate facility for operations.
- Issues a COOP alert to the COOP Team Chiefs that relocation is anticipated. COOP Team Chiefs instruct their team members and personnel to prepare for COOP activation.
- Notifies emergency officials, if appropriate, that relocation of the facility is anticipated.

In cases where COOP activation is ordered:

- The Director, Cultural Affairs ( [REDACTED] ) coordinates the immediate deployment of the COOP Teams to an assembly site or the designated alternate facility.
- The Director, Cultural Affairs ( [REDACTED] ) notifies the designated alternate Facility Manager to immediately initiate relocation efforts of the impacted facility and to prepare the appropriate alternate facility for operations.

- The Director, Cultural Affairs ( [REDACTED] ) provides instructions and guidance on operations and the location of the alternate facility.
- The Alternate Facility Manager provides regular updates to the Director, Cultural Affairs ( [REDACTED] ) regarding the status of alternate facility activation/readiness.

The following notification procedures are initiated:

- The Director, Cultural Affairs ( [REDACTED] ) notifies emergency officials, if appropriate, that relocation of the facility has been ordered and is in progress.
- All designated staff members (see Annex F – Notification Procedures) initiate their respective COOP notification cascades.
- Designated COOP Team members report to an assembly site or deploy to the designated alternate facility to assume mission-essential functions.
- All staff members who have established Drive-Away Kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.
- As delegated in Annex A, COOP Team members assemble the remaining documents and other assets as required for the performance of mission-essential functions and begin preparations for the movement of these resources.
- All personnel and sections of the impacted facility or facilities should implement normal security procedures for areas being vacated.
- Security and other designated personnel of the impacted facility should take appropriate measures to ensure security of the facilities and equipment or records remaining in the building.

### C. Activation Procedures During Duty Hours

- The Director, Cultural Affairs ( [REDACTED] ) notifies the COOP Team Chiefs of the event requiring activation of the OCA COOP.
- After consultation with the jurisdiction's senior full-time official (see Annex F), the Director, Cultural Affairs ( [REDACTED] ) activates the COOP and notifies the appropriate alternate Facility Manager(s).
- Notification procedures identified in Annex F are conducted.
- The Director, Cultural Affairs ( [REDACTED] ) directs members of the COOP Teams to begin movement to an assembly site or to the designated alternate facility immediately.
- The COOP Teams immediately deploy to an assembly site or a designated alternate facility to assume mission-essential functions.
- Personnel who do not have active COOP response roles may be instructed to go home or relocate to another specified location pending further guidance.
- Additional tasks identified above in Section IV-B that are not yet completed are completed in their entirety.

#### D. Activation Procedures During Non-Duty Hours

- The Director, Cultural Affairs ( [REDACTED] ) is notified that an event requiring COOP activation is anticipated or underway.
- The Director, Cultural Affairs ( [REDACTED] ) then notifies the COOP Team Chiefs of the event requiring activation of the OCA COOP.
- After consultation with the jurisdiction's senior full-time official (see Annex F), the Director, Cultural Affairs ( [REDACTED] ) activates the COOP and notifies the appropriate alternate Facility Manager.
- Notification procedures identified in Annex F are conducted.
- The Director, Cultural Affairs ( [REDACTED] ) directs members of the COOP Teams to begin immediate movement to an assembly site or to the designated alternate facility.
- The COOP Teams immediately deploy to an assembly site or a designated alternate facility to assume mission-essential functions.
- Personnel who do not have active COOP response roles are directed to remain at home pending further guidance.
- Additional tasks identified above in Section IV-B that are not yet completed are completed in their entirety.

#### E. Deployment and Departure Procedures

The Director, Cultural Affairs ( [REDACTED] ) will determine full or partial deployment to the designated alternate facility of any mission-essential functions that are critical to operations at the time the OCA COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered.

COOP Team members will immediately begin deployment, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. Team members will most likely use privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.

All other personnel not designated to serve on COOP Teams at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, these personnel will remain at their homes pending further guidance.

#### F. Transition to Alternate Operations

Following the activation of the COOP and establishment of communications links with the Director, Cultural Affairs ( [REDACTED] ) and COOP Teams at an assembly site or the designated alternate facility, the Director, Cultural Affairs ( [REDACTED] ) orders the cessation of operations at the primary facility.

The Director, Cultural Affairs ( [REDACTED] ) will then notify emergency officials, as appropriate, that an emergency relocation of the OCA facility is complete. The Director, Cultural

Affairs ( [REDACTED] ) will then provide information on the alternate facility location, including contact numbers.

As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by the OCA Public Information Officer or other designated person(s) that the OCA primary facility has been temporarily relocated.

### G. Site Support Responsibilities

Following notification that a relocation of the OCA facility has been ordered or is in progress, the appropriate alternate Facility Manager will implement the COOP Site support procedures and prepare to receive the COOP Teams within 12 hours.

## **V. ALTERNATE OPERATIONS - PHASE II**

### A. Execution of Mission-Essential Functions

Upon activation, the COOP Teams will begin providing support for the following functions:

- Ensure that mission-essential functions (see Annex C) are reestablished as soon as possible.
- Monitor and assess the situation that required the relocation.
- Monitor the status of personnel and resources.
- Establish and maintain contact with emergency officials, as appropriate, or other designated personnel.
- Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

### B. Establishment of Communications

The ability to communicate with internal and external resources during COOP events will be vital to the operations of the OCA. Internal and external resources could include OCA staff, partner organizations, emergency responders, vendors, the media, and/or the public.

The Director, Cultural Affairs ( [REDACTED] ) in coordination with the City of Las Vegas IT will ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly. The City of Las Vegas IT will service and correct any faulty or inadequate communications systems. The City of Las Vegas IT personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

*\*\*\* Annex I provides additional information on communications capabilities of the OCA.*

### C. COOP Team Responsibilities

A critical planning component within the OCA COOP is the development of COOP Teams and team member responsibilities. The COOP Teams can consist of internal staff to the OCA, as well as external staff, vendors, and/or other organizations that may assist during COOP events. For each COOP Team, team members are appointed and given specific instructions regarding their roles on the team. It's important that COOP Teams are developed prior to a COOP event so COOP Team members have awareness of their roles on these teams and can be trained on



their responsibilities in preparation of potential COOP events.

The following is a list of COOP Teams and their team descriptions for the OCA COOP:

**Relocation Team** - In preparation of potential continuity events, Relocation Team members are responsible for attending continuity meetings as scheduled, keeping the Relocation Team Chief apprised of continuity matters, reviewing and updating organization's essential functions annually, developing notification cascades for key staff and/or division personnel, participating in continuity training and exercises, and developing a plan and methodology for off-site storage of data to include vital records and databases.

During a continuity event, members of the Relocation Team are responsible for relocating to the designated Alternate Facility in a timely manner and re-establishing and recovering the operations of the organization's essential functions as identified in Annex C.

**Support Team** - In preparation of potential continuity events, Support Team members are responsible for attending continuity meetings as scheduled, keeping the Support Team Chief apprised of continuity matters, developing notification cascades for all Support Team members, and participating in continuity trainings and exercises.

During a continuity event, members of the Support Team are responsible for reporting in to their Support Team Chief, reporting to their designated locations to await further instructions (In many cases, this may be their home residence), and providing support to the Relocation Team as requested.

**Planning Team** - In preparation of potential continuity events, Planning Team members are responsible for scheduling and conducting continuity meetings (minimum of one meeting per year), establishing a framework for the organization's continuity plan design and strategy, reviewing the accuracy of the personnel information contained within the plan, developing an ongoing process for reviewing and updating the plan, and scheduling and participating in continuity trainings and exercises.

*\*\*\* Annex A provides a complete list of COOP Teams, team descriptions, team members, contact information, and team member roles.*

#### D. Augmentation of Staff

- If it becomes evident that the COOP Teams cannot adequately ensure the continuation of mission-essential functions, the Director, Cultural Affairs (██████████) will determine the additional positions necessary to maintain these functions.
- The Director, Cultural Affairs (██████████) will identify additional staff, as available, who may be able to provide support.
- The Director, Cultural Affairs (██████████) will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
- The Director, Cultural Affairs (██████████) will consider implementing agreements with outside resource support including Memoranda of Understanding/Mutual Aid Agreements with other organizations and contractual agreements with private vendors.

## E. Development of Devolution Plans

Devolution is the capability to transfer statutory authority and responsibility for mission-essential functions from an organization's primary operating staff and facilities to another organization's employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an organization's leadership and staff unavailable or incapable of performing its mission-essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized mission-essential functions are transferred to a pre-identified devolution organization. Direction and control of mission-essential functions is transferred to the devolution organization site and/or identified personnel.

Devolution planning involves several special issues:

- Personnel at the devolution site must be trained to perform the mission-essential functions to the same level of proficiency as the OCA personnel.
- Vital records, documents, and databases must be up to date and available at the devolution site.
- Communications and information management systems must be able to be transferred or accessible at devolution site.
- Delegations of authority planning must include senior personnel at the devolution site.

Should sufficient staff be unavailable to conduct the mission-essential functions of OCA, all of the affected operations will initiate the activation of pre-arranged devolution agreements. Devolution will be triggered when available staff determines that there are insufficient resources to maintain and carry out the OCA's prioritized mission-essential functions. At that point, the Director, Cultural Affairs (██████████) or highest ranking OCA official available will institute devolution through the issuance of the Devolution Activation Memo, provided in Annex L. Available OCA staff will notify the devolution organization(s) that devolution is being initiated.

The following are pre-identified devolution organization(s) for the OCA:

City of Las Vegas City Management

*\*\*\* Annex C provides mission-essential functions identified for OCA. Annex E provides COOP Delegations of Authority. Annex L provides the pre-established Devolution Activation memo and specific guidelines for initiation of devolution of mission-essential functions.*

## F. Development of Plans for Reconstitution and Termination

The Director, Cultural Affairs (██████████) or designee will develop Reconstitution and Termination Plans that will direct an orderly transition of all mission-essential functions, personnel, equipment, and records from the devolution organization to a new or restored facility. Plans and Schedules will include:

- Whether the original primary facility is re-inhabitable. If not, the plans will include recommendations of primary facility options.
- Construction needs for the primary facility re-occupancy, including remediation of safety issues.

- Estimated costs associated with construction and occupancy. Plans to include options for funding.
- Notification plans for COOP Teams and staff.
- Timeframe for construction completion and move-in.

The Director, Cultural Affairs ( [REDACTED] ) will review and formally approve all plans and schedules. Upon approval, the Director, Cultural Affairs ( [REDACTED] ) will issue a COOP Termination memo to the devolution organization(s) identifying the point of formal COOP Termination. The COOP Teams, as assigned, will oversee the Reconstitution and Termination process.

## **VI. RECONSTITUTION AND TERMINATION - PHASE III**

As soon as possible (within 24 hours) following a COOP relocation, the COOP Teams will initiate operations to salvage, restore, and recover the impacted facility, pending approval from any applicable local, state, and/or federal law enforcement organizations or emergency service authorities.

Reconstitution procedures will commence when the Director, Cultural Affairs ( [REDACTED] ) determines that the emergency situation has ended and is unlikely to reoccur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

- Continue to perform mission-essential functions at the alternate facility for up to 30 days.
- Begin an orderly return to the impacted facility and reconstitute full normal operations.
- Begin to establish reconstitution of normal operations at a different primary facility location.

### **A. Procedures**

Upon a decision by the Director, Cultural Affairs ( [REDACTED] ) that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:

- The Director, Cultural Affairs ( [REDACTED] ) or designee will create and submit resumption plans for review and approval.
- Upon approval, the COOP Teams will initiate and oversee the orderly transition of all mission-essential functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
- Non-assigned COOP Team personnel will be notified using the Alert Notification Procedures provided in Annex F that normal operations of the OCA are resuming and that they should report back to work.

### **B. After-Action Review and Remedial Action Plan**

An After-Action Review information collection process will be initiated by each COOP Team prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from personnel working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The

After-Action Review should provide recommended actions to improve areas identified as deficient or requiring improvement.

The information should be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the OCA COOP and any accompanying documents will be developed and brought forth to the Director, Cultural Affairs ( [REDACTED] ) and COOP Teams for review. The Director, Cultural Affairs ( [REDACTED] ) and designated COOP planners for the OCA will review and implement changes to the COOP as required.