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Cornell University understands that emergencies have the potential to disrupt operations and jeopardize the safety of faculty, staff, and students. Emergency management planning, including continuity of operations (COOP) planning, is a necessary and required process for Cornell.

The all-hazards approach to COOP planning ensures that mission essential functions and services will continue to operate and be provided in some capacity regardless of the type of emergency. This approach includes preparing for natural, human-caused, or technological emergencies. It is focused on recovery from the consequences of emergencies that result in the loss of facilities, personnel, or resources that support mission essential functions performed by personnel.

Cornell University is committed to the safety and protection of its students, faculty, staff, and visitors. This Recovery Plan is designed to help Cornell University mitigate the effects of an emergency.

1.1 Purpose

The Recovery Plan provides the framework for Cornell University to restore mission essential functions following an emergency that affects operations. The Recovery Plan documents the preparedness activities that the university has implemented to mitigate the effects of emergencies. The Recovery Plan includes specific mission essential function reports to document the colleges' and divisions' processes and procedures for addressing three types of emergencies:

- Loss of access to a facility (for example, as in fire)

- Loss of services due to a reduced workforce (for example, as in pandemic illness)

- Loss of services due to equipment or systems failure (for example, as in information technology [IT] systems failure)

The college and division COOP annexes also detail procedures to restore mission essential functions within target recovery time objectives and to maintain mission essential functions for up to 30 days before return to normal operations is expected.

1.2 Applicability and Scope

This Recovery Plan applies to Cornell University except Weill Cornell Medical College and Qatar operations.

This Recovery Plan is only one component of the campus's Emergency Management Program and works in conjunction with the University's Prevention/Mitigation, Preparedness, and Emergency Operations Plans. It applies to hazards that could threaten the university and its performance of mission essential functions.

This Recovery Plan does not apply to temporary disruptions of service, including minor technology system or power outages or any other scenarios where mission essential functions can be readily restored in the primary facility.

Section 2
RECOVERY PLAN ROLES AND RESPONSIBILITIES

Cornell University Environmental Health and Safety manages the ongoing development, improvement planning, and maintenance of the University Recovery Plan. During emergency incidents, Environmental Health and Safety plays a coordinating role to integrate the efforts of the Incident Executive Leadership Team, Incident Management Team, and the affected Colleges/Divisions. The Incident Executive Leadership Team and the Incident Management Team are dynamic groups that exist only when needed to support incidents.

2.1 Recovery Plan Implementation Responsibilities

The Incident Executive Leadership Team (IELT) is a team of University executive level personnel assembled to provide strategic guidance and resources during emergency incidents. The IELT provides guidance and approval for additional resources and coordinates with the President's Office. The IELT is responsible for the following:

- Policy level decisions

- Fiscal authorizations

- Strategic prioritizations

- Strategic policy and direction of recovery and resumption of normal operations

- Communications with the Office of the President and other executive authorities

The Incident Management Team (IMT) coordinates Recovery activities, resource management, and information sharing between the various colleges and divisions and sets overall response and recovery objectives during COOP activations. The Incident Management Team (IMT) is responsible for the following:

- Assessing the situation and providing the recommendation to activate the Recovery Plan

- Developing, coordinating, and managing all activities required for the university to perform its mission essential functions during an emergency that disrupts normal operations

- Manage transition from emergency response to COOP activities and integrate ongoing Emergency Support Functions, as appropriate.

- Providing policy direction, guidance, and objectives during an incident for the Recovery Plan implementation

- Consulting with and advising appropriate officials during Recovery Plan implementation

- Coordinating public information and media contacts

- Providing post-event management to resolve any issues identified in the after action report

- Performing other related duties as may be directed by virtue of the emergency

Environmental Health and Safety manages the Recovery Plan for Cornell University and will provide training to the faculty and staff with responsibility for implementing the Recovery Plan. EHS is responsible for the following:

- Developing and maintaining the Cornell University Recovery Plan

- Partnering with Colleges & Divisions to ensure development and maintenance of their COOP plans, in alignment with University Recovery Plan

- Maintaining COOP software tool, and providing training and guidance for campus community

- Notifying and providing coordination between the Incident Executive Leadership Team and the Incident Management Team

- Ensure an after action report is written after the conclusion of a significant University/College/Division-wide event

Colleges/Divisions are responsible for the following:

- Identifying and prioritizing College/Division mission essential functions

- Utilizing the University COOP software tool

- Maintaining and updating their COOP plan as necessary

- Identifying orders of succession and delegations of authority

- Coordinating activities with Environmental Health & Safety, IMT, and IELT

Risk Management & Insurance carrys out the policies of Cornell University in matters relating to risk management and insurance. The department plays an important role in planning, leading, organizing, coordinating, and controlling the activities of Cornell both before a loss occurs (pre-loss actions) and after a loss occurs (post loss). Risk Management & Insurance is responsible for the following:

- Management of the University's Protected Self Insurance (PSI) program

- Coordination with claims adjusters to reimburse units with covered expenses

- Advice to units both pre loss and post loss on how they can minimize the impact of an incident on their operations

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The Cornell University Recovery Plan must be maintained at a high level of preparedness so that it can be implemented without significant warning. The University's Recovery Plan should provide guidance to sustain operations for up to 30 days.

The broad objective of the Recovery Plan is to facilitate the execution of mission essential functions during an emergency that affects the availability of University resources. The following section provides the concept of operations that the University will follow during the implementation of this plan.

3.1 Continuity of Operations Plan Elements

The COOP concept of operations includes these elements:

- Readiness and preparedness
- Activation and relocation
- Continuity operations
- Reconstitution

3.1.1 Readiness and Preparedness

Readiness and preparedness activities, including planning, training, and exercising, improve the ability to recovery from an emergency. Feedback from these activities should focus on improving and maintaining the Recovery Plan. Mitigation is also an important part of this phase. Mitigation activities eliminate or reduce the probability of an incident occurring or lessen the impact of unavoidable hazards.

Environmental Health and Safety maintains a COOP planning tool, available via www.ehs.cornell.edu. The system allows the campus community to develop and document effective COOP plans through the identification of key resources and mission essential functions. EHS will ensure at a minimum that each College/Division has a COOP in place.

Preparedness measures include the following:

- Maintaining current COOP plans
- Testing system backups and restore processes
- Cross-training employees in different departments
- Reviewing COOP memorandums of agreement and contingency contracts to ensure accuracy

The Incident Management Team will guide and prioritize mitigation activities that Cornell University will need to undertake, while College/Division should identify their unique risks and mitigate as neccessary.

3.1.2 Recovery Plan Activation

Incidents exceeding the management capabilities of first responders or having secondary effects and impacts beyond the immediate incident scene will require the activation of additional management resources. Activation occurs after a disruption to business processes triggers the implementation of the Recovery Plan.

For localized recovery efforts, College/Division representatives shall utilize the University's Emergency Support Functions as needed to support the recovery objectives identified in their respective COOP plan. A list of Univeristy ESF resources can be found in the Univeristy Emergency Operations Plan. In the event of an IELT activation, the IMT shall steward the ESF resources.

Relocation Procedures

Upon receipt of alert notification, critical personnel will complete the following tasks:

- Critical personnel will assemble supporting elements required for reestablishing and performing current mission essential functions, such as vital records, software, hardware, and other documents and equipment.

- Personnel with roles in performing mission essential functions will immediately transfer to the continuity location, back up essential automated databases not backed up since the last update, prepare designated communications and other essential equipment for relocation, and take appropriate preventive measures to protect all communications and equipment not designated for relocation.

3.1.3 Continuity Operations

Activities in the continuity operations element focus on restoring mission essential functions. Declaring an all-clear condition indicates that the emergency has ended and business functions can be resumed. This element includes the following activities to continue mission essential functions:

- Account for all personnel
- Apply orders of succession and delegations of authority
- Establish communication with supporting and supported organizations and stakeholders
- Acquire critical resources if necessary
- Establish means for accessing vital records, files, and databases
- Perform mission essential functions in order of prioritization
- Manage human capital
- Prepare for the reconstitution of all functions

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3.1.4 Reconstitution

Reconstitution is the process of returning mission essential functions from the COOP environment back to the normal working environment. The reconstitution process begins as soon as the Recovery Plan is executed and all mission essential functions have been restored.

Examples of reconstitution actions include restoration of non-vital services and reconstruction in damaged areas. A reconstitution plan is developed after Recovery Plan activation to support the required recovery actions.

Implementation actions associated with reconstitution include the following:

- Instructing personnel on how to resume normal operations

- Supervising an orderly return to the normal operating facility, a move to another temporary facility, or a move to a new permanent operating facility

- Verifying that all systems, communications, and other required capabilities are available and operational and ensuring the capability to accomplish all mission essential functions and operations at the new or restored facility

- Conducting an after action review of the effectiveness of the Recovery Plan, identifying areas of improvement, documenting identified areas of improvement in a corrective action plan, and developing a remedial action plan as soon as possible after reconstitution

- Identifying which (if any) records were affected by the incident and working with the records department to ensure an effective transition or recovery of vital records and databases and other records that had not been designated as vital records

3.2 Plan Implementation

An emergency may demand that employees evacuate a single facility temporarily, in which case execution of only the communications component of the COOP Plan and IT recovery of data and systems may be necessary. On the other hand, the department's facilities could be destroyed at the height of the business day, which necessitates full execution of the COOP Plan, including the planned movement of COOP Plan critical personnel to a continuity location.

3.2.1 Alert and Notification Process

Cornell University maintains Emergency Support Function #17 – Emergency Communications that will be implemented during an emergency. This plan provides the following:

- Crisis communication roles and responsibilities

- Emergency contact procedures

- Contact lists for key personnel

- Special considerations

- Primary responsibility for emergency communications

Internal processes for alert and notification of faculty, staff, and other stakeholders is outlined below in accordance with the Emergency Support Function #17.

Alert Procedures

If the situation allows for warning, staff may be alerted prior to activation of the Recovery Plan. Procedures must include notification of the Incident Management Team and their backups.

Notification Procedures

In the event there is a need to activate the Recovery Plan, the Emergency Manager will initiate contact with the Incident Management Team and the Incident Executive Leadership Team. If the emergency requires activation of the Incident Management Team, the Emergency Manager will contact the members of the Incident Management Team to meet at the designated emergency operations center or virtually. The Incident Management Team will collectively decide the best course of action to communicate pertinent information to department and division leaders, faculty, staff, students, the media, and other external stakeholders.

Communication with Media and External Stakeholders

University Communications will be responsible for managing all external communication to the media and other stakeholders. Any communication with the media from department leadership will be upon the recommendation of University Communications. University Communications will be responsible for providing communication guidance to department leadership, faculty, and staff following an emergency to ensure a uniform message is disseminated to students and the public.

3.3 Mission Essential Functions

A mission essential function is a function that enables the university to provide vital services for students, faculty, staff, and visitors to support the teaching, research, and operations of Cornell University.

Each college or division COOP annex is based on the college or division's Mission Essential Functions. It serves as an operational guide to facilitate the relocation of department staff to a continuity location and the backup of critical systems and vital records so that mission essential functions may continue. The level and manner of support needed to continue mission essential functions is dependent on the nature of an event.

A detailed description of each college or division's mission essential functions is included in the departmental mission essential function annex reports. For each mission essential function identified, the report includes personnel required to execute the function, the level of priority assigned to each function, and the resources required to support the function.

3.3.1 Criteria for Prioritization of Mission Essential Functions

The recovery time objective is the maximum amount of time the mission essential function or service can be interrupted before it must be restored to an acceptable level of operation after an emergency. To ensure that mission essential functions are restored in the order of their time

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criticality, functions should be categorized using a tier classification system. The following system has been established to prioritize the campus's mission essential functions based on time criticality.

Table 3-3
Recovery Time Objective

Tier	Ratings	Priority	Recovery Time Objective
1	**IMMEDIATE** These functions involve those with the direct and immediate effect on the organization to preserve life, safety, and protect property.	High	less than 1 day
2	**CRITICAL** These functions can be delayed until Tier 1 functions are restored but must be operational within 72 hours.	High	1-7 days
3	**NECESSARY** These functions can be delayed until Tier 1 and Tier 2 functions are established but must be operational within 1 week.	Medium	7 days – 14 days
4	**IMPORTANT** These functions can be delayed until Tiers 1, 2, and 3 are operational.	Low	15-30 days

Consider the operational dependence of other processes or services upon those under consideration. If a function is necessary to keep another function operating (an upstream dependency), then it should have a shorter RTO. Such functions include IT systems, building maintenance, and human resources.

In the event of an emergency and subsequent recovery, mission essential function priorities will be evaluated and prioritized based on the situation, and re-evaluated as necessary during the recovery.

3.4 Orders of Succession

Orders of succession are provisions that are implemented when college or division leadership is unable or unavailable to execute their duties during an emergency. Colleges and divisions must establish, disseminate, and maintain their orders of succession by key positions. Orders of succession are addressed through by-laws, codes, ordinances, or internal policy.

Position	Incumbent	Successor 1	Successor 2
President	Provost	Secretary of the Corporation	Chief Financial Officer

3.5 Delegations of Authority

Delegations of authority specify who is authorized to perform specific tasks or act on behalf of leadership personnel regarding a particular function. Succession pertains to overarching guidance; delegations are task-specific. Planning for delegations of authority involves the following:

- Identifying which authorities can and should be delegated

- Describing the circumstances under which the delegation would be exercised, including when it would become effective and terminated

- Identifying limitations of the delegation

- Documenting to whom authority should be delegated

- Ensuring designees are trained to perform their emergency duties

Each college/division mission essential function report includes a description of any functions that will need to be delegated to a designated backup if the responsible party is not available during an emergency.

3.6 Critical Resources

Critical resources are the staff, equipment, and systems required to support mission essential functions. Critical resources are identified in the College/Division mission essential function reports in this plan. During the planning process, key personnel evaluated each of their mission essential functions and listed the critical resources required to support each function. Colleges and divisions should maintain all necessary and up-to-date files, computer software, and databases required to carry out mission essential functions. Each college or division's mission essential function reports lists the critical systems and critical equipment necessary to re-establish the mission essential functions.

3.7 Vital Files, Records, and Databases

Vital records are records that, if damaged or destroyed, would disrupt operations and information flow, and require replacement or re-creation at considerable expense or inconvenience. In Continuity of Operations Planning, vital records are those records that are necessary to carry out mission essential functions. Content, not media, determines their criticality. The following maintenance strategy has been established by the IMT for college and divisions to provide guidance for records maintenance.

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Table 3-7
Vital Records Maintenance Strategy

Strategy	Tasks
Develop a process.	■ If a vital records program is in place, detail how to review its effectiveness. ■ If there is no program, outline the steps necessary to establish and maintain a vital records program.
Develop forms for information gathering.	■ Create a questionnaire to assist in identifying vital records. ■ Create a form that associates mission essential functions with their required vital records.
Identify vital records.	■ Identify records that support the performance of mission essential functions. ■ Identify records that include part or all of a series or group of records. ■ Identify sensitive records that may have security requirements.
Review protection needs for each record.	■ Classify records according to categories to simplify this process. ■ Group similar data types that have similar protection needs. ■ Develop a protection, preservation, and recovery sub-plan.

3.8 Critical Business Applications and Technology Resources

Business applications and technology resources are the IT systems required to support mission essential functions. During the planning process, each college and division identified the business applications and technology resources required for each mission essential function.

Cornell University maintains a network security plan to establish conditions for use of and requirements for appropriate security for university computer and network resources. This policy provides guidance on how to properly maintain secure records as part of a records maintenance strategy. CIT also maintains a disaster recovery and contingency plan. The plan provides the following information:

■ Emergency contact information for the college/division

■ Sensitive documentation

■ Equipment and systems by office location

■ Equipment and systems at off locations

■ Server and network configuration

■ Software locations

■ Backup locations

■ CIT policy and procedures

3.9 Continuity Locations

Each college or division recognizes that normal operations may be disrupted and that there may be a need to perform mission essential functions at a continuity location. During an emergency, each college and division should coordinate with the Incident Management Team to establish suitable continuity locations.

The following considerations should be made when planning for continuity locations:

- Ensure that only mission essential functions are performed at the continuity location.
- Provide virtual office option (telecommuting).
- Pool resources among colleges/divisions to acquire space for a continuity location.
- Co-locate with another department while providing each with individually designated space to meet alternate facility needs.

Selection of continuity locations is one of the fundamental elements of a Recovery Plan. However, the potential costs for ensuring that a continuity location is available and ready when needed can be significant. Due to the criticality of the continuity location and the possible costs associated with that site, it is important that the IMT partner with affected Colleges/Divisions, and when necessary with the Office of Space Planning, to evaluate the viability of continuity location facilities.

In support of identifying continuity locations, key University datasets can be utilitized. Facilities Services maintains records that include:

- Building floor plans
- Construction drawings
- Specification documents
- Site utilities
- Building and room areas, types, etc.

3.10   Interoperable Communications

Interoperable communications or the ability for personnel to communicate internally and externally to the university is critical during emergencies. Recovery communications utilize resources outlined in the University Emergency Operations Plan, Emergency Support Function #17a and #17b, Communications.

Cornell University uses a multi-media approach to communication, with a central repository of emergency.cornell.edu. This site can provide information to the campus community, and may include University statements regarding an incident and changes to the University operating status.

Access to critical information systems used to accomplish mission essential functions during normal operations from the primary facility must be available at the continuity location. For these systems to be accessible, connectivity must be in place at the continuity location and system servers should be backed up on a daily basis at more than one location. During recovery

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efforts, the University may utilize the Emergency Operations Plan Emergency Support Function #2, Information Technologies.

3.11 Research Operations

Research operations present unique challenges in recovery efforts and prioritization. The University may prioritize which research has access to available resources based on research timing, criticality, grant value, and other factors. Research activity is almost completely distributed on a individual faculty basis and is highly dependant on non-interchangeable labor. As a result, planning for either the maintenance of research or the temporary suspension of research is primarily the responsibility of the college or division. Each college or division can coordinate with the IMT on specific research operations recovery support.

When necessary, the Incident Management Team can coordinate efforts to prioritize and implement continuity and recovery efforts for research activities. The IMT will support the Colleges and the Research Division in continuity and recovery efforts for research by:

- Gathering key College leadership to prioritize research recovery objectives, including:
    - o Dean
    - o College Officer
    - o Associate Deans as appropriate
    - o Functional / Administrative Directors (e.g., IT, HR, Facilities)
    - o Department Chairs as appropirate
- Document research space and equipment assets
- Identify type of space needed, including office, wet lab, dry lab, specialized lab, and research centers
- Identify research equipment requirements, including specialized or unique equipment and its availability
- Document alternate space and equipment for research continuity
- Document research related resources that could be lost, including data and organisms
- Identify strategies for backup of research related resources
- Identify key college representatives to be brought together to make decisions and manage research recovery
- Develop inter-college agreements to share similar space when needed
- Develop a continuity and recovery plan as part of the IMT process

All ongoing research must comply with appropriate environmental, health, and safety requirements mandated by local, state and federal authorities. If compliance in not possible for any reason, individual faculty members and units will be required to suspend research operations. The Office of the Vice Provost for Research is responsible for university-based research efforts and will help assist unit-based planning efforts as appropriate.

3.12 Human Capital Management

Human capital is the talent, knowledge, and enthusiasm that people invest in their work. Properly managing human capital allows the university to place the right people in the right positions to perform job-specific functions. Doing so will ensure that all employees have a clear understanding of what to do in an emergency.

Mission essential functions can be disrupted due to a reduced workforce as in a pandemic incident where faculty and staff may be absent because of illness. The university may have to prioritize their functions based on the number of available personnel to perform work. Once absenteeism is reduced to a manageable level, non immediate functions can resume.

3.12.1 Human Resources Guilding Priciples

Departments should plan to be as flexible as possible to enable all employees to work and maintain operations to the extent possible, including facilitating work from remote locations, flexible work schedules, and alternate work assignments.

The welfare of the Cornell community and the sustenance of its academic mission will depend on the willingness of faculty and staff to flexibly assume new roles under unique circumstances. Employees may be assigned to areas outside the scope of their usual responsibilities to the extent they are qualified and can safely perform the work.

The University will employ an array of strategies to protect its members during a human capital resources incident, ranging from changes in operating status (e.g., decision to suspend classes and send students home) to altered workplace practices. Additionally, as far as is financially prudent, the university will use its resources to protect and support employees with pay and benefits as appropriate.

The University will reference the following Policies as appropriate:

- Volume VI, Humans Resources
    - Policy 6.6.13, Workplace Flexiblity
    - Policy 6.9, Time Away From Work
- Volume II, Facilities
    - Policy 8.2, Inclement Weather

3.12.2 Guidelines for Human Resource Planning

Essential Personnel

Essential personnel are defined as those employees required to report to work to ensure that identified critical functions continue during an emergency or when the university has closed or suspended operations (e.g. power outage, inclement weather, pandemic). They are designated in unit emergency plans. Employees who work in areas that have been pre-identified as essential service functions, or who have specialized training that is required to do the work, and/or have assignments directly related to the support of vital operations, will be required to report to work

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as scheduled, and may be called to work when not scheduled. Employees from throughout the university may be asked to provide support in these areas to the extent they are qualified and available.

Unit plans should consider what functions might become critical during a reduced workforce incident that would not normally carry this designation. The appropriate leadership at the college or unit should make such designations.

Pay Policy

Factors such as the number of employees needed to work, the length of the event, the type of work performed, and the extent of the crisis will be used to determine the appropriate means for compensating and recognizing employees.

The university's goal is to assist employees with the financial burden of being out of work through no fault of their own. Employees who are reassigned will be paid at the salary of their regular jobs. There will be retroactive review of work and pay in accordance with applicable pay policies or negotiated agreements when the university returns to full operations. Compensation will be aligned with University Policy Volume III, Finance.

Pay Administration

The Payroll Office will continue to run biweekly and semi-monthly payrolls.

Flex Policies

Current flex policies will apply in a reduced workforce incident. Units should identify which employees can provide essential services from home or other remote locations. Units should take into consideration such things as whether laptops or employees' own computers will be used, whether they will have Internet connections, and how information will be protected. Current flex agreements may need to be reviewed and modified as appropriate.

Leave and Return to Work Authorization

Standard operating procedure during leaves such as Family/Medical and Short Term Disability normally requires documentation to substantiate such leaves and return to work. However, the university recognizes the need to be flexible with deadlines for the forms in a reducend workforce event. Units must make a best effort to keep leave and pay records and to reconstruct them where necessary in order to make adjustments to pay and employment status when the university is again fully operational.

Leave Accruals

In the event a determination has been made that the reduced workforce event has reached a level where the physical presence of employees on campus will be limited and the university is supporting employees with pay and benefits, employees on short-term disability, medical leave or workers compensation will not be required to use their leave accruals during that time. Unpaid leaves would continue to be unpaid.

Cross-training / Reassignment

Unit emergency plans should identify essential functions and job roles and plan for cross-training of employees to assume these critical roles in a reduced workforce event. Unit emergency plans should identify employees who have been cross-trained to perform intra-unit essential-services jobs, as well as employees willing to be cross-trained for roles outside the unit, along with any particular competencies that might be of particular value during reassignment. Some units (e.g., student services, health services, communications) will face extraordinary demand, and will look to other units for additional support.

When employees are reassigned, all appropriate training and safety regulations will apply. The university will educate employees on the proper use of safety equipment necessary for them to perform their designated essential services jobs.

Specialized Training

Employees who have specialized training not routinely used in their Cornell jobs (e.g., EMTs, CPR, etc.) are encouraged to self-identify and indicate their willingness to be reassigned. These individuals should be identified through unit emergency plans.

Call-in Procedures

All employees should follow their unit's pre-established call-in procedures. Those procedures may include a calling tree and information such as phone numbers, e-mail addresses, and expectations for frequency of call-in. Since university operations decisions will relate to degree of absenteeism, tracking systems and processes should be prioritized.

Housing

Housing will be provided for central essential services staff who are required to stay on campus, in alignment with the Emergency Operations Plan Emergency Support Funtion #6, Campus Life Housing.

Dining

Cornell Dining will provide food services to emergency responders and meal service to 24/7 essential staffs, in alignment with the Emergency Operations Plan Emergency Support Function #7, Campus Life Dining.

3.13 Devolution of Command and Control

Devolution is the transfer of legal and statutory obligations from one entity to another entity at a continuity location or devolution site. Devolution supports the overall Recovery Plan and provides procedures, guidance, and organizational structure to ensure the continuation of mission essential functions in the event the organization's primary operating facility is incapacitated and personnel are unable to deploy to the continuity facility. In this situation, management, leadership responsibility, and mission essential functions will devolve to the designated devolution site. At a minimum, devolution planning includes the following:

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- Program plans and procedures, budgeting and acquisitions, mission essential functions, orders of succession, and delegations of authority specific to the devolution site, interoperable communications, vital records management, staff, test, training and exercises, and reconstitution

- Mission essential functions, tasks that support those mission essential functions, and the necessary resources to facilitate those functions' immediate and seamless transfer to a devolution site

- Staff roster that identifies fully equipped and trained personnel who will be stationed at the designated devolution site and who will have the authority to perform mission essential functions and activities when the devolution option of the Recovery Plan is activated

- Triggering conditions to implement devolution

- Procedures for how and when direction and control of agency operations will be transferred to and from the devolution site

- Necessary resources to facilitate the performance of mission essential functions

- Processes and procedures for acquiring the resources necessary to continue mission essential functions

- Process to re-establish and reconstitute authorities to their pre-event status upon termination of devolution.