



[Organization Name] Continuity  
Multi-Year Strategy and Program Management  
Plan (MYSPMP) Template  
February 2014

[Organization Logo]

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[Organization Name]

[City, State Zip Code]

Directives Management System

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[Organization Name] Multi-Year Strategy and Program Management Plan (MYSPMP)

## EXECUTIVE SUMMARY

*The executive summary briefly outlines the organization's mission and content of the Continuity MYSPMP, describing what it is, whom it affects, and how the document is to be used. Further, the executive summary summarizes the key components of the organization's Continuity strategic planning and program management process, provides a brief overview of the current state of the program, and outlines the future goals and objectives of the Continuity program.*

[Organization Name] mission is to [Briefly describe the Organizations mission]. To support this mission, this MYSPMP provides strategic guidance, a current program assessment, and future goals, objectives, and strategies for the [Organization Name] Continuity of Operations (COOP) Program.

[Director signs here]

[Enter Director's name here]

[Enter Title]

[Organization Name]

**Distribution:** [Enter organization distribution category and/or information here]

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**Although general guidance (*blue italics*) and sample information is provided in this template for reference, organizations are encouraged to tailor their MYSPMP to meet their own needs and requirements.**

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## SECTION 1: OVERVIEW

### 1.1 INTRODUCTION

*The Introduction section explains the importance of the Continuity MYSPMP in relation to the organization's Continuity capability. It also discusses the background of the organization's Continuity program and the development of its MYSPMP, including references to appropriate policies and guidelines.*

National Continuity Policy: It is the policy of the United States to maintain a comprehensive and effective continuity capability in order to ensure the preservation of our constitutional form of government. National Security Presidential Directive-51/Homeland Security Presidential Directive-20, National Continuity Policy, released in May 2007, or replace with appropriate updated Presidential Directive, establishes a comprehensive national policy on the continuity of Federal Government structures and operations. This directive also requires that continuity programs in the Federal Executive Branch be incorporated into agency daily operations and directs the coordination of Federal plans with State, territorial, tribal, local, and private sector plans.

This document contains the strategy and program management plan that will be used to ensure and improve upon the **[Organization Name]** Continuity capability over the next five years. The guidance included in this plan meets all requirements of Federal Continuity Directive 1 (FCD 1). (For the State, Territorial, Tribal, and Local Governments (STTL), replace the previous sentence with: The guidance included in this plan meets the goals of Continuity Guidance Circulars (CGC) 1 and 2.)

This MYSPMP provides a general assessment of the current state of the **[Organization Name]** Continuity program along with the goals, objectives, and strategies that will be worked toward over the next five years in order to improve the program.

### 1.2 PURPOSE

*The Purpose section explains why the organization is developing a Continuity MYSPMP and the expected results that will be achieved as a result.*

*This template incorporates the requirements of FCD 1 and the guidance of CGC 1 for the development of a COOP Program MYSPMP as described in Annex C of FCD 1 and CGC 1. Organizations are encouraged to include specific organizational requirements in addition to FCD & CGC.*

Continuity planning is a good business practice and part of the fundamental mission of agencies as responsible and reliable public institutions. Today's changing threat environment and recent emergencies, including localized acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for Continuity capabilities and plans that enable agencies to continue their essential functions across a broad spectrum of emergencies.

This Continuity MYSPMP provides multi-year planning guidance for the development of effective continuity plans and programs to support the **[Organization Name]** continuity mission. The MYSPMP serves as a roadmap for organization continuity planners to follow to ensure that

critical activities and resources can be implemented and obtained so that their programs continue to improve over the next five years.

### **1.3 MYSPMP REQUIREMENTS**

*This section describes the requirements listed in FCD 1, Annex C for a MYSPMP. (States, Territories, Tribes and Local Governments are encouraged to use the guidance's provided in CGCs 1 and 2 as guidelines in the development of their MYSPMP*

*To be in compliance with FCD 1, organizations must create a MYSPMP that contains the following information:*

- Performance of essential functions;
- Both short-term and long-term goals and objectives for plans and procedures;
- Issues, concerns, and potential obstacles to implementing their program, as well as a strategy for addressing these, as appropriate;
- Planning, training, and exercise activities, as well as milestones for accomplishing these activities;
- Emergency Relocation Group (ERG) members, infrastructure, communications, transportation, and other resources needed to support the program;
- Budgetary requirements to support the program;
- Risk management principles and primary operating facility and continuity facility risk assessments to ensure that appropriate operational readiness decisions are based on the probability of an attack or other incident and its consequences;
- Geographic dispersion into the organization's normal daily operations, as appropriate;
- The organization's security strategies that address personnel, physical, and information security to protect plans, personnel, facilities, and capabilities, to prevent adversaries from disrupting continuity plans and operations; and
- A Corrective Action Plan (CAP) that draws upon evaluations, after-action reports, and lessons learned from tests, training, and exercises and real world events.

This MYSPMP incorporates all of the listed above by addressing the elements of a viable continuity program and discussing the organization's strategic continuity goals, what objectives the organization must accomplish, and the strategies that detail how an organization will achieve its goals. See graphic A.

*Graphic A: Continuity Goals, Objectives, and Strategies*



**1.4 MYSPMP MAINTENANCE**

*This section describes how the MYSPMP will be maintained. At a minimum, this section should define how often the MYSPMP will be updated and who is responsible for conducting the review and updates.*

This plan shall be reviewed annually and updated to ensure the MYSPMP contains the most current information. The (Organizations assigned billet) will have overall responsibility for updating and managing this plan. Please provide any comments or suggestions for updating and improving the Continuity MYSPMP to (Organizations assigned billet).

**1.5 BUDGETARY ESTIMATES**

*The Budgetary Estimates section provides the actual/projected continuity budget for the organization over the next five years and will serve as a reference in order to align and allocate the budgetary resources needed to acquire/implement the goals, objectives, and strategies identified in this MYSPMP. (Listed below are examples of categories and cost that are sometimes considered when developing a MYSPMP. Each organization should list individual categories and appropriate cost/expense throughout the duration of the plan).*

Category	Current Year	Year 2	Year 3	Year 4	Year 5
PERSONNEL	\$80,000	\$80,000	\$60,000	\$50,000	\$50,000
RENT	\$140,000	\$140,000	\$160,000	\$160,000	\$170,000
COMMUNICATIONS	\$100,000	\$20,000	\$20,000	\$20,000	\$20,000
EQUIPMENT	\$1,000	\$1,000	\$5,000	\$5,000	\$5,000
IT SUPPORT	\$17,000	\$17,000	\$17,000	\$18,000	\$18,000
TRAVEL / TRANSPORTATION	\$10,000	\$10,000	\$21,000	\$20,000	\$13,000
SUPPLIES	\$350	\$350	\$1,500	\$1,500	\$1,500
TOTALS	\$348,350	\$268,350	\$284,500	\$274,500	\$277,500

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## **SECTION 2: CONTINUITY GOALS, OBJECTIVES, AND STRATEGIES**

*This section describes the strategic continuity goals, objectives, and strategies identified by the organization that will enhance the organization's continuity program and plans to meet Federal guidance. When identifying goals, objectives, and strategies, consideration should be given to the projected budget. In addition, Continuity Managers should reference: FCD 1 and FCD 2; the organization's business process analysis (BPA); business impact analysis (BIA); risk assessments; Corrective Action Program (CAP); and any other items identified by the Continuity Manager and Department and Agencies (D/A) Leadership, to help identify continuity program needs and areas for improvement. Refer to Annex B: Continuity Elements Optional Worksheets*

*The "Goal" statement is intended to be a broad statement initiative identifying the desired future state of the continuity program. This section should briefly describe anticipated actions needed to improve the organization's continuity program and will be followed by specific objectives and strategies.*

### **2.1 GOAL ONE:**

Prepare for the consequences of a Continuity event.

#### **2.1.1 Current State:**

*The "Current State" section should provide a brief assessment of the current state of the program that will explain why the goal above is needed.*

Currently the organization does not have a continuity plan or program that meets the requirements set forth in FCD 1.

#### **2.1.2 Objective:**

*The "Objectives" section should set the expectation and or milestones for how the organization will improve the Plan/Program. Dependent upon the Goal and the current state, the Organization may identify multiple objectives for each goal. In the following section this area will be further detailed as "Strategies" that will explain how it will be accomplished.*

The organization will develop an executable Continuity plan and program that meets FCD 1 requirements.

#### **2.1.3 Short Term Strategies:**

*The "Strategies" section describes the short term (1-2 years) and long term (3-5 years) continuity strategies that the organization will pursue to achieve its goals and objectives.*

*The "Justification" should provide validation for the strategy. Justification may reside as a direction via senior leadership of the organization or higher requirements such as FCD 1 and Presidential directive.*

*Special considerations for issues, obstacles, and constraints, (IOC) are individually applicable. However each strategy will have its own IOC that is in many cases be effected by budget, personnel, or unexpected occurrences.*

*The following are examples. Organizations should apply agency specific data in the area provided.*

Strategy	Justification	Issues/Obstacles/Constraints
1. Develop a Continuity Plan by the end of 2014.	Required by FCD 1	None anticipated.
2. Identify Emergency Response Group (ERG) personnel and establish a Continuity Working Group (CWG) by the end of 2013.	Required by FCD 1	None anticipated.

**2.1.4 Long Term Strategies**

Strategy	Justification	Issues/Obstacles/Constraints
1. Develop a Devolution Plan by the end of 2015.	Required by FCD 1	The Devolution Emergency Relocation Group (DERG) members at the Devolution site do not have the clearances or the expertise to perform the department's essential functions. Will need to obtain clearances and conduct extensive training.
2. Develop a Reconstitution Plan by the end of 2016.	Required by FCD 1	None anticipated.

**2.2 GOAL TWO:**

Identify a new alternate facility for the department.

**2.2.1 Current State:**

The government has indicated that it is not going to renew the lease for the building that currently serves as the department's alternate facility. A new alternate facility will need to be identified and operational within three years.

**2.2.2 Objective:**

Identify a new continuity facility that meets all of the department's requirements.

**2.2.3 Short Term Strategies:**

Strategy	Justification	Issues/Obstacles/Constraints
1. Establish a working group to develop a list of potential sites and conduct a risk assessment for each.	N/A	The Facilities Management Office (FMO) will be integral to this process. FMO is currently involved with another large project that may limit the time it can devote to identifying potential sites.
2. Begin to move continuity operations to the Regional Office, which will serve as a temporary location by the end of 2014.	Temporary facility for continuity of operations.	There is limited space at the Regional office and some ERG members will be required to telework or work from a temporary location until the new facility is operational. All ERG members will need a telework agreement in place.
3. Ensure telework agreements are in place for all ERG members by the end of 2014.	FCD 1 requirement and short term solution for continuity of operations.	Telework has not been exercised department wide and VPN bandwidth is unknown.

**2.2.4 Long Term Strategies:**

Strategy	Justification	Issues/Obstacles/Constraints
1. Choose a new facility by the end of 2014.	The new facility will need to be chosen by the end of 2014 in order to ensure enough time to move and make necessary arrangements.	Completing the necessary risk assessments and obtaining leadership approval will need to be streamlined. The department may need contract support in order to complete the risk assessments in time.
2. Acquire the computer equipment, software, and other IT equipment necessary to carry out essential functions and ensure they are up-to-date with the latest software and system updates by the end of 2015.	The computer equipment at the current facility is out of date and should not be moved.	Acquire this equipment will be expensive and will exceed the budget for 2015. Department leadership will need to approve the purchase.

Strategy	Justification	Issues/Obstacles/Constraints
3. Complete the transition to the new continuity facility by the end of 2017.		Extremely tight deadline. If there are any delays, additional short term strategies will need to be developed.

**2.3 GOAL THREE:**

Obtain the communications architecture for a Category 2 department and agency, as required by National Communications Systems Directive (NCS D 3-10).

**2.3.1 Current State:**

The organization does not have all of the required communications systems required.

**2.3.2 Objective:**

Make short term arrangements with a neighboring D/A to use their systems in an emergency and identify needed systems and a plan for purchasing.

**2.3.3 Short Term Strategies:**

Strategy	Justification	Issues/Obstacles/Constraints
1. Obtain a memorandum of understanding (MOU) with the Department of Widgets (DOW) to use their communications systems in an emergency for the next two years.	Immediate access to needed systems. The current budget does not allow for the immediate purchase of needed items.	Approval of the Dept. of Widgets. An agreement with a secondary D/A may need to be obtained in the event that our D/A and the DOW is impacted.

**2.3.4 Long Term Strategies**

Strategy	Justification	Issues/Obstacles/Constraints
1. Purchase secure cellular and satellite phones for Senior Leadership by the end of 2014.	Required by NCS D 3-10.	Issue needs to be raised to Senior Leadership in order to identify resources to purchase.
2. Purchase secure phones for the continuity facility by the end of 2016.	Required by NCS D 3-10.	Issue needs to be raised to Senior Leadership in order to identify resources to purchase.

## ANNEX A: [ORGANIZATION NAME] MULTI-YEAR STRATEGY CALENDAR

*Annex A contains each of the goals, and strategies identified in Section 2 “Continuity Goals, Objectives and Strategies” according to priority and projected calendar year when they will be completed. For each strategy, additional details should be provided, including implementation strategies, milestones, issues, obstacles, concerns, responsible parties, and other pertinent information.*

Goal #	Strategy	Due Date	Responsible Parties	Other
<b>Current Year</b>				
Goal 1: Prepare for a Continuity event	1. Develop a Continuity Plan by the end of 2014.	Dec 2014	Office of Emergency Management (OEM)	
	2. Identify Emergency Response Group (ERG) personnel and establish a Continuity Working Group (CWG) by the end of 2013.	Dec 2013	OEM	
Goal 2: Identify a new alternate facility	3. Establish a working group to develop a list of potential sites and conduct a risk assessment for each.	Dec 2013	OEM/FMO	
Goal 3: Obtain NCSD 3-10 requirements.	4. Obtain a memorandum of understanding (MOU) with the Department of Widgets (DOW) to use their communications systems in an emergency for the next two years.	Dec 2013	OEM	
<b>Year 2</b>				
Goal 2: Identify a new alternate facility	1. Begin to move continuity operations to the Regional Office, which will serve as a temporary location by the end of 2014.	Dec 2014	OEM/All Offices and Centers	

Goal #	Strategy	Due Date	Responsible Parties	Other
	2. Ensure telework agreements are in place for all ERG members by the end of 2014.	Dec 2014	OEM	
Goal 2: Identify a new alternate facility	3. Choose a new facility by the end of 2014.	Dec 2014	OEM/FMO	
Goal 3: Obtain NCSD 3-10 requirements.	4. Purchase secure cellular and satellite phones for Senior Leadership by the end of 2014.	Dec 2014	OEM/IT	
<b>Year 3</b>				
Goal 1: Prepare for a Continuity event	1. Develop a Devolution Plan by the end of 2015.	Dec 2015	Office of Emergency Management	
Goal 2: Identify a new alternate facility	2. Acquire the computer equipment, software, and other IT equipment necessary to carry out essential functions and ensure they are up-to-date with the latest software and system updates by the end of 2015.	Dec 2015	OEM/FMO	
Goal 3: Obtain NCSD 3-10 requirements.	3. Acquire the computer equipment, software, and other IT equipment necessary to carry out essential functions and ensure they are up-to-date with the latest software and system updates by the end of 2015.	Dec 2015	OEM/IT	

Goal #	Strategy	Due Date	Responsible Parties	Other
<b>Year 4</b>				
Goal 1: Prepare for a Continuity event	1. Develop a Reconstitution Plan by the end of 2016.	Dec 2016	Office of Emergency Management	
Goal 3: Obtain NCSD 3-10 requirements.	2. Purchase secure phones for the continuity facility by the end of 2016.	Dec 2016	OEM/IT	
<b>Year 5</b>				
Goal 2: Identify a new alternate facility	1. Complete the transition to the new continuity facility by the end of 2017	Dec 2017	OEM/FMO	

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## ANNEX B: CONTINUITY ELEMENTS WORKSHEETS

*This section provides aid to Continuity Managers in identifying goals, objectives, and strategies by analyzing each element of the department’s continuity program. For each element, specific goals and strategies should be established to improve that aspect of the organization’s continuity program.*

### **B.1 PROGRAM PLANS AND PROCEDURES**

**Goals:**

The [Organization Name] needs to revise its Continuity Plan to account for new guidance and direction. In addition, a Devolution and Reconstitution Plan need to be developed.

**Current State:**

The [Organization Name] Continuity Plan is currently out of date. New guidance and direction is not reflected in the Plan and there has been a reorganization of the Department since the last revision. In addition, the [Organization Name] currently does not have a devolution or reconstitution plan that is in compliance within FCD 1 or CGC 1.

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
PP #1			
PP #2			
PP #3			

### **B.2 ESSENTIAL FUNCTIONS**

**Goals:**

**Current State:**

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
EF #1			
EF #2			
EF #3			

**B.3 ORDERS OF SUCCESSION**

**Goals:**

**Current State:**

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
OS #1			
OS #2			
OS #3			

**B.4 DELEGATIONS OF AUTHORITY**

**Goals:**

**Current State:**

**Strategies:**

Strategy ##	Description	Justification	Duration/Completion Date
DA #1			
DA #2			
DA #3			

**B.5 CONTINUITY FACILITIES**

**Goals:**

**Current State:**

**Strategies:**

Strategy # #	Description	Justification	Duration/Completion Date
CF #1			
CF #2			
CF #3			

**B.6 CONTINUITY COMMUNICATIONS**

**Goals:**

**Current State:**

**Strategies:**

Objective #	Description	Justification	Duration/Completion Date
CC #1			
CC #2			
CC #3			

**B.7 ESSENTIAL RECORDS MANAGEMENT**

**Goals:**

**Current State:**

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
ER #1			
ER #2			
ER #3			

**B.8 HUMAN RESOURCES**

**Goals:**

**Current State:**

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
HR #1			
HR #2			
HR #3			

**B.9 TESTS, TRAINING, AND EXERCISES**

**Goals:**

**Current State:**

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
TTE #1			
TTE #2			
TTE #3			

**B.10 DEVOLUTION OF CONTROL AND DIRECTION**

**Goals:**

**Current State:**

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
D #1			
D #2			
D #3			

**B.11 RECONSTITUTION**

**Goals:**

**Current State:**

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
R #1			
R #2			
R #3			

**B.12 OTHER CONSIDERATIONS NEEDED TO SUPPORT THE PROGRAM**

*In addition to the elements of a viable continuity capability, organizations are encouraged to include other considerations needed to support the Continuity Program.*

**Goals:**

**Current State:**

**Strategies:**

Strategy #	Description	Justification	Duration/Completion Date
OC #1			
OC #2			
OC #3			