

The Four Phases of Continuity

Phase I: Readiness and Preparedness - includes all continuity readiness and preparedness activities, such as the development, review, and revision of continuity plans, orders of succession, and delegations of authority; TT&E; and risk management.

Phase II: Activation - includes the activation of plans, procedures, and schedules for the continuation of essential functions.

Phase III: Continuity Operations - includes performing essential functions, accountability of personnel, establishing communications, and preparing for reconstitution.

Phase IV: Reconstitution - includes initiating operations for resuming normal business operations.

About FEMA's National Continuity Programs

Serving as the Nation's center of excellence for continuity planning, guidance, and operations, FEMA National Continuity Programs (NCP) executes its vision to ensure essential functions of government continue at all levels. Our mission is to safeguard the implementation of Executive Branch continuity and assist the continuity planning efforts of federal, state, local, tribal, and territorial government and non-governmental stakeholders to sustain the continuous performance of essential functions and critical services under all conditions. To accomplish this, NCP provides guidance, technical assistance, planning, training, and workshop support to other Department of Homeland Security (DHS) and FEMA components, federal departments and agencies, state, local, territorial, and tribal (SLTT) governments, and other members of the whole community, to include private sector owners and operators of critical infrastructure.

Continuity Updates

To receive free continuity e-bulletins, register at: www.fema.gov/subscribe-receive-free-email-updates.

Contact Information

For more information, please contact FEMA NCP. For FEMA Region-specific information, contact the appropriate Regional Continuity Manager from the list below.

FEMA Region	Location
FEMA HQ	National Capital Region
Region I	CT, MA, ME, NH, RI, VT
Region II	NJ, NY, PR, VI
Region III	DC, DE, MD, PA, VA, WV
Region IV	AL, FL, GA, KY, MS, NC, SC, TN
Region V	IL, IN, MI, MN, OH, WI
Region VI	AR, LA, NM, OK, TX
Region VII	IA, KS, MO, NE
Region VIII	CO, MT, ND, SD, UT, WY
Region IX	AZ, CA, HI, NV, Pacific Territories
Region X	AK, ID, OR, WA

Regional offices may be contacted via:
FEMA-CGC@fema.dhs.gov

Website

Continuity news, tools, guidance, and other useful resources can be found on our website at: www.fema.gov/national-continuity-programs.



Federal Continuity

National Continuity Programs

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What is Continuity of Operations?

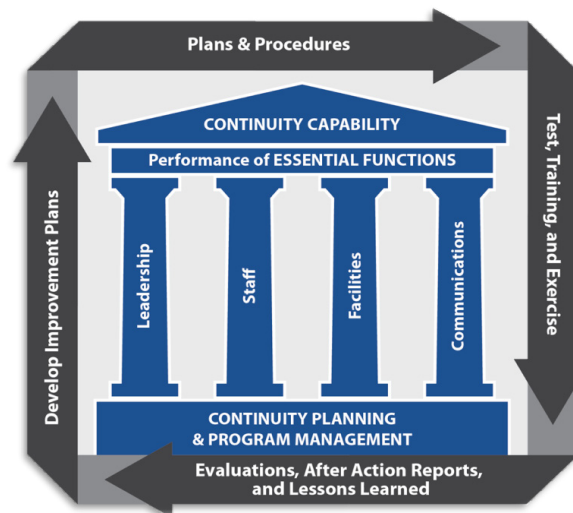
The potential for notice and no-notice all-hazards incidents has emphasized the need for continuity capabilities and planning across all levels of government and the private sector. Continuity planning is simply the good business practice of ensuring the execution of essential functions through all circumstances, and it is a fundamental responsibility of public and private entities responsible to their stakeholders. As a means of establishing continuity program and planning requirements for Federal Executive Branch Departments and Agencies (D/A), FEMA developed Federal Continuity Directive-1 (FCD-1), Federal Executive Branch National Continuity Program and Requirements, to establish the framework, requirements and processes to support development of D/As' continuity programs and to specify and define its required elements. The provisions of this FCD apply at all levels of Executive Branch organizations, including regional and field locations.

What is the Goal of Continuity?

The policy of the United States is to maintain a comprehensive and effective continuity capability. FCD-1 requires Federal Executive Branch organizations to incorporate continuity requirements into their daily operations to ensure seamless and immediate continuation of essential functions. Continuity planning will occur simultaneously with the development and execution of day-to-day organizational programs. The goal of continuity is to ensure resiliency and continued performance of a D/A's essential functions under all conditions.

Continuity Program Management

A D/A's continuity capability – its ability to perform its essential functions continuously under all conditions – rests upon four key pillars — leadership, staff, communications, and facilities. The key pillars are built on the foundation of continuity planning and program management. Use of a standardized continuity program management cycle ensures consistency across all continuity programs and establishes consistent performance metrics, promulgates best practices, and facilitates consistent cross-organization continuity evaluations.



D/As may use this continuity program management cycle to develop and implement their continuity programs.

Elements of a Viable Continuity Capability

Program Management, Plans, and Procedures:

Establishment of continuity program planning objectives and procedural requirements is critical to sustainment of essential functions during a continuity activation.

Essential Functions: The identification and prioritization of essential functions is the foundation of continuity planning, and establishes the parameters that drive an organization's continuity planning and preparedness efforts.

Orders of Succession: Identification of an organization's key personnel to assume leadership positions in the event that regularly-appointed personnel are unavailable.

Delegations of Authority: Establishing the appropriate legal authority for continuity personnel to make key decisions and take action during a continuity event.

Communications and Information Systems: Availability, diversity, and redundancy of critical communications and information systems are critical to sustain essential functions performed at primary and alternate locations.

Essential Records Management: Viable continuity programs include comprehensive processes for identification, protection, and accessibility of electronic and hardcopy essential records at primary, alternate, and devolution locations.

Alternate Locations: Alternate locations are where essential functions are continued or resumed, or where organizational command and control may occur during a continuity event.

Human Resources: Viable continuity programs include procedures to sustain administrative services, personnel accountability, and support services to employees not identified as continuity personnel, and are likely to be affected by a continuity event.

Devolution: Establishes procedures to transfer statutory authority and responsibilities from an organization's primary operating staff and facilities to other designated staff and facilities for the purpose of sustaining essential functions during an emergency.

Reconstitution: The process by which surviving and/or replacement personnel resume normal operations, which may occur at any designated location that provides the staff, facilities, and systems necessary to sustain essential functions.

Tests, Training, and Exercises (TT&E): TT&E events assess and validate continuity plans, policies, procedures, systems, and alternate locations. Exercise programs consisting of both planned and short/no-notice events improve an organization's preparedness posture, and emphasize the value of integrating continuity functions into daily operations.

Continuity Guidance Circular and Continuity Resource Toolkit

The **Continuity Guidance Circular (CGC)** serves as a resource for the whole community to integrate and synchronize continuity efforts and may be used as a reference by organizations developing continuity plans, programs, and processes. A supporting Continuity Resource Toolkit provides examples, tools, and templates for implementing each chapter of the CGC. FEMA will continue to build and distribute tools and information to assist organizations in developing and maintaining a successful continuity program and plan. The CGC and Toolkit may be found at: www.fema.gov/continuity-guidance-circular-cgc and www.fema.gov/continuity-resource-toolkit.