

ANNEX J

INSTITUTIONAL CONTINUITY PLAN

PROMULGATION STATEMENT

Annex J: Institutional Continuity Plan, and contents within, is a guide to how the University operates and resumes normal functions during an incident which disrupts or incapacitates operations and/or requires the relocations of select personnel and functions. The annex is written in support of the Texas A&M University (TAMU) Emergency Operations Plan (EOP) and shall be considered an interactive support document to the EOP.

APPROVAL AND IMPLEMENTATION

The University's Associate Vice President for Safety and Security shall be responsible for annex oversight and coordination with applicable stakeholders. The annex is flexible in that part of the plan, or the entire plan, may be activated based on the specific emergency and decision by University executive management.

This annex and its supporting contents, are hereby approved, supersedes all previous editions, and effective immediately upon the signing of all signature authorities noted below.

Approved: Signature on File Date: 11/15/2019

Christopher M. Meyer, Associate Vice President
Office of Safety and Security
Texas A&M University

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SECTION 1: INTRODUCTION

Texas A&M University has functions that must not be interrupted or must be rapidly and efficiently resumed in the event of an emergency. While the impact of an emergency or disruption cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency or disruption on our students, faculty, staff, and visitors, as well as, our facilities and mission. To that end, Texas A&M University has prepared a continuity annex to the Emergency Operations Plan.

The Texas A&M University Institutional Continuity Plan Annex establishes guidance and procedures to ensure the resumption of essential functions for Texas A&M University in the event that an emergency or disruption incapacitates operations and/or requires the relocation of selected personnel and functions.

This annex helps to ensure continuity of essential functions during situations that may affect University building(s), workforce, or critical systems for up to 30 days. Examples of such events include fire, structural damage, loss of utilities, workforce reduction, or chemical/biological contamination.

SECTION 2: PURPOSE STATEMENT

The continuity annex provides a framework to continue the essential functions of Texas A&M University in the event that an emergency or disruption at the University or in the region threatens operations or requires the relocation of select personnel and functions. This annex describes how Texas A&M University will sustain the capability to restore and maintain critical infrastructure and essential functions during and after a disruption in internal operations whether caused by severe weather, other natural or man-made disasters, malevolent attack, or other hazards. The continuity annex ensures that Texas A&M University:

- Has the capability to implement the continuity annex both with and without warning
- Identifies critical infrastructure that must be robust/resilient so as to support the recovery of other essential functions
- Is able to reinstate academic classes within 2 weeks of the disruption whether through traditional or alternative methods/locations
- Is able to maintain alternate operations for up to 30 days
- Includes regularly scheduled testing, training, and exercising of University personnel, equipment, systems, processes, and procedures used to support the University during a continuity incident
- Supports the location of alternate facility(ies) in areas where the ability to initiate, maintain, and terminate continuity operations is maximized;

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- Supports the identification and documentation of temporary operating procedures which enable the performance of essential functions
- Promotes the development, maintenance, and annual review of division/department continuity capabilities

SECTION 3: APPLICABILITY AND SCOPE

This annex is applicable to all Texas A&M departments, divisions, colleges, students, faculty, and staff. The continuity annex describes the actions that will be taken to activate a viable continuity capability within hours of an emergency event or disruption, and to sustain that capability for up to 30 days. This annex can be activated during duty and non-duty hours, both with and without warning.

This annex covers all facilities, systems, vehicles, and buildings operated or maintained by Texas A&M University. This annex supports the performance of essential functions, the maintenance or restoration of critical infrastructure, and provides for continuity of leadership and decision-making at Texas A&M University, in the event that executive management are unavailable.

This annex does not apply to temporary disruptions of service, such as minor IT system or power outages and any other scenarios where essential functions can be quickly restored.

SECTION 4: AUTHORITIES AND REFERENCES

This annex addresses requirements identified in the Federal Continuity Directive 1, (January 2017) and guidance provided by the National Fire Protection Association (NFPA) 1600.

SECTION 5: PLANNING ASSUMPTIONS

Texas A&M University has developed this annex using the following planning assumptions:

- Proper implementation of these guidelines will reduce or prevent disaster-related losses
- Emergencies or threatened emergencies can adversely impact the University's ability to continue essential functions and provide support to day-to-day operations
- There will be a sufficient number of available administrators with adequate supporting personnel to continue the essential functions of the University
- Recovery of a critical subset of the University's functions and application systems will occur and allow essential functions to continue

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- A disaster may require students, faculty, staff, and the public to function with limited support services and some degradation of service, until a full recovery is made
- Leadership and employees will continue to recognize their responsibilities to the University and exercise their authority to implement this continuity plan in a timely manner when confronted with disasters
- The University is able to reinstate academic classes within two weeks of the disruption whether through traditional or alternative methods/locations
- In the event of disaster, the University will work in cooperation with surrounding jurisdictions and local emergency response personnel for recovery

SECTION 6: HAZARD ANALYSIS

Because of its geographic location, population concentration, high-rise buildings, rail, air and highway traffic, and other risk factors, Texas A&M University is exposed to many hazards, some of which have the potential for disrupting the University community and causing widespread damage and casualties.

Possible natural hazards include, but are not limited to tornadoes, floods, fires, winter storms, and hurricanes. There is also the threat of terrorism related activities associated with biological, nuclear, incendiary, chemical, and explosive weapons. Other disaster situations could develop from a hazardous materials accident, conflagration, major transportation accident, civil disorder, disease or other unknown or unpredictable occurrences. Additional information about hazards that can affect the campus may be found in the Emergency Operations Plan.

SECTION 7: PLANNING SCENARIOS

The continuity annex has been developed around a set of scenarios which reflect Texas A&M University's assessment regarding the types of events which may result in continuity annex activation. For each type of scenario, activities have been identified to ensure the activation of the continuity annex and the continuous capability of Texas A&M University to make decisions and take action. Activation of the continuity annex may involve:

- Activation of the Continuity and Recovery Group to perform specific activities necessary to ensure the evaluation, restoration, and continuation of critical infrastructure and essential functions
- Deliberate and pre-planned movement of selected key administrators, faculty, staff and technical personnel to an alternate operating facility
- Implementation of temporary work procedures

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- Delegation of authorities to successors of executive management and designated personnel who are unavailable during the emergency

The following three types of scenarios have been identified by Texas A&M University as the most likely to trigger continuity annex activation. These planning scenarios may happen independent of each other or in any combination depending on the emergency.

- **Planning Scenario 1: Single or Multiple Facilities Affected.** Under this type of scenario, a single or multiple facilities on campus or off campus are closed for normal business activities. Examples of such disruptions are fire; system/mechanical failure; loss of utilities such as electricity, telephone, water, or steam; massive explosion; severe weather/tornadoes; or credible threats of actions that would preclude access or use of multiple facilities for an extended period of time. Under this scenario there could be uncertainty regarding whether additional events (such as secondary explosions, hurricanes, or cascading utility failures) could occur. During this type of incident, Texas A&M University's facilities and the immediate areas surrounding them could be inaccessible. This type of event could significantly impact Texas A&M University's communications, provision of services, and information technology capabilities. Administration, faculty, staff and supporting personnel working at the facility as well as students may be lost, injured, or not accounted for.
- **Planning Scenario 2: Loss of Personnel.** Under this type of scenario, the University has experienced a severe loss of personnel for an extended period of time. Examples of this type of scenario include; infectious disease outbreak, massive explosion, acts of violence, and hazardous chemical release. During this type of event, Texas A&M University may be unable to maintain operations at a normal capacity and may need to reduce services to focus on restoring and maintaining critical infrastructure and continuing essential functions.
- **Planning Scenario 3: Loss of IT or Data.** Under this type of scenario, the University has lost access to all or parts of IT infrastructure critical to the operations of the University. Examples of such loss are extended power outage, IT equipment failure, flooding, or water damage. During this type of event, Texas A&M University may be unable to perform certain services that require access to the affected IT infrastructure and manual/ alternative procedures will need to be instituted. Priority order for restoration of systems and data determined during the planning process will be followed.

SECTION 8: CONCEPT OF OPERATIONS

Texas A&M University has developed a concept of operations which describes its approach to implementing the continuity annex, and how each continuity annex element will be addressed. In particular, this section focuses on establishing a decision process for determining appropriate actions in implementing continuity plans and procedures. It

also identifies how Texas A&M University will address issues associated with notification and alert, and direction and control.

Continuity Execution

The President, Provost, or designees, or his or her designated successor, may activate this continuity annex. The continuity annex is activated based on known or anticipated threats and emergencies that may occur with or without warning. Texas A&M University will use a time-phased approach for implementation whereby critical resources are deployed early and other resources will follow as needed. Texas A&M University is preparing for threats and emergencies, with or without warning, that occur during or outside of normal operating hours.

Continuity and Recovery Group

The Continuity and Recovery Group has been established by Texas A&M University to manage the continuity and recovery process. The Continuity and Recovery Group will oversee and prioritize the actions of the University and departments during an Institutional Continuity Annex activation and disaster recovery. To staff the Continuity and Recovery Group, Texas A&M University has identified key positions to provide management and oversight necessary to restore critical infrastructure and essential functions with a priority rating of “critical” within hours after continuity annex activation. The members of the Continuity and Recovery Group are:

- President and Chief Executive Officer or designee
- Provost and Executive Vice President for Academic Affairs or designee
- Executive Vice President and Chief Financial Officer or designee
- Senior Vice President and Chief Marketing and Communication Officer or designee
- Senior Vice President, Health Science Center or designee
- Vice President for Student Affairs or designee
- Vice President for Information Technology and Chief Information Officer or designee
- Vice President for Research or designee
- Vice President for Human Resources and Organizational Effectiveness or designee
- Director of Athletics or designee

Leadership of the Continuity and Recovery Group will be designated by the President. The Continuity and Recovery Group may add additional members as needed for specific expertise.

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For the purpose of this plan, individuals with “Interim” or “Acting” titles are understood to be filling the normal roles in the Continuity and Recovery Group.

Time-Phased Implementation

Texas A&M University will use a three-phased approach to the activation, implementation, and deactivation of the continuity annex. A brief description of Texas A&M University’s approach to each phase of activation is provided below.

Phase 1: Activation

Activation of the Institutional Continuity Annex will be determined by the President, Provost or designee. The President, Provost, or designees, will activate the plan by assembling the Continuity and Recovery Group. Members of this group will be notified with the time, date, and location of the meeting or teleconference.

There may be situation(s) that call for activation and implementation of individual division, department or college continuity plans but not the Institutional Continuity Annex. Implementation of an individual division, department or college plan does not require approval of the Continuity and Recovery Group or activation of the continuity annex.

Phase 2: Implementation

The Continuity and Recovery Group will consider the following:

- Assessment of impacts to critical infrastructure
- Prioritization of essential functions and unmet needs of colleges or departments
- Coordination with on-going response activities, if applicable
- Establish objectives and timeframes
- Identify available resources
- FEMA reimbursement requirements, if applicable
- Dissemination of timely and accurate information to internal and external audiences
- Contract(s) execution
- Implement necessary changes to Leave Policy
- Prioritization and/or continuation of research
- Materials procurement
- Counseling Services – student, employee, and responder mental health needs
- Transportation considerations (on and off campus)

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- International students, faculty and staff
- Work & eligibility requirements
- Student Financial Aid and Work Study Programs
- Appropriate accommodations for functional and access needs (students, faculty, and staff with disabilities)

Specific considerations for each planning scenario are:

Loss of Facility Access

- Facility(ies) damage assessment and estimate for time of loss
- Alternate assignments for on-campus lecture
- Alternate assignments for on-campus work location
- Leasing requirements for off-campus work relocation
- Alternate assignments for on-campus housing
 - Transition between temporary shelters and semi-permanent housing
- Agreements/contracts for generator, dehumidifier, water removal systems, debris removal, temporary construction
- Food Services - contracts with food vendor

Loss of Personnel

- Payroll
- Support of students remaining on campus
- Special event cancellation
- Staff augmentation – cross disciplinary training
- Food considerations – alternative arrangements for providing meals
- Requirements for distance education and telecommuting

Loss of Information Technology

- Off-campus secondary back-up facilities
- Contracts for water removal systems
- Data recovery as identified by departmental or unit IT personnel

Phase 3: Deactivation

Deactivation of the continuity annex will occur when the President or designee has determined that the University is operating at a sufficient level and the guidance of the Continuity and Recovery Group is no longer required.

SECTION 9: RESPONSIBILITIES

This section of the continuity annex identifies the responsibilities and procedures developed by Texas A&M University to activate and sustain a continuity capability.

The purpose of this section is to identify key positions within the University and their responsibilities in the event of an emergency requiring continuity plan activation.

The following lists identify major responsibilities of key designated officials, or designees, required to implement Texas A&M University's Institutional Continuity Annex.

The makeup of the Continuity and Recovery Group may involve all or some of the members identified previously, as deemed appropriate for the type and extent of the disruption. The members identified serve because of the authorities and responsibilities that already come with their existing positions. Therefore, each member comes to the Continuity and Recovery Group only with those authorities that they normally possess. Additional authorities required due to the emergency conditions may only be granted by the President or designee.

Each member of the Continuity and Recovery Group is responsible for:

- Ensuring that appropriate plans are established to address and prepare for the unique needs of their specific organization
- Representing their organization in the Continuity and Recovery Group
- Accessing resources including personnel and expertise from their organization as needed

In addition, the following members are assigned the noted specific responsibilities.

The President or designee is responsible for:

- Activating the continuity plan;
- Appointing a chair(s) for the Continuity and Recovery Group;
- Establishing or approving the following during an incident for the implementation of the continuity plan:
 - Clear Objectives
 - Timeframe
 - Resources available

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- Consulting with and advising appropriate officials (system, local, state, federal) during implementation of the continuity plan;

The Provost and Executive Vice President for Academic Affairs is responsible for:

- Decisions concerning the following:
 - Continuation of instruction/classes and the affect on students grades, scholarships, credits and progress
 - Processes for student activities, excuses and assignments
 - Request for resources from the colleges and academic affairs, especially faculty
 - Reassignment of classes
- Impact on faculty
- Restoring critical information technology and telecommunications infrastructure
- Establishing prioritized needs for recovery of academic departments and colleges

The Executive Vice President and Chief Financial Officer or designee is responsible for:

- Ensuring expenditures are made in accordance with rules
 - Payroll, vendors, etc.
 - Coordination with bank and creditors as appropriate
- Documentation and tracking of resources
- Payment of invoices
- Determining necessary resources for keeping the campus safe and minimizing health risks
- Reestablishing utilities for the University
- Restoring campus safety and security
- Identifying available alternate building space to meet requirements of displaced essential functions

The Senior Vice President and Chief Marketing and Communications Officer or designee is responsible for:

- Coordinating and disseminating accurate and timely information to diverse internal and external audiences --students, faculty, staff, parents, visitors, Former Students and the media.

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- Assisting in the evaluation of the severity of the emergency and develop strategies regarding how information is to be released and who should speak for Texas A&M.
- Establishment and operation of a Joint Information Center (JIC) to help control and manage the flow of accurate and timely information
- Ensuring sustained capability to effectively utilize various avenues of communication (website, social media, email)
- Engaging partner organization's Public Information Officers/Media Relations personnel to assist in ongoing communications efforts (Cities of Bryan/College Station, A&M System members institutions, The Association of Former Students, 12th Man Foundation)
- Coordinating and facilitating media briefings.

The Senior Vice President for Health Science Center or designee is responsible for:

- Consulting with the deans and department heads during the implementation of the continuity plan
- Establishing priorities for recovery of units or departments
- Assessing the impact of students, faculty, and staff
- Consulting with and advising the university president
- Decisions concerning the continuation of clinical operations

The Vice President for Student Affairs or designee is responsible for:

- Identifying and quantifying impacts on students
- Providing support services and health services (medical and counseling) to affected students
- Assisting Marketing and Communications with communications to students and parents
- Identifying and prioritizing of recovery needs for activities and operations of the Division of Student Affairs
- Identify impacts to on-campus and off-campus housing and evaluate alternatives for interim housing

The Vice President for Information Technology and Chief Information Officer or designee is responsible for:

- Managing the restoration of IT infrastructure on campus. This includes; Telecommunications, Networking, and infrastructure services that are managed

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by Computing and Information Services, Instructional Technology Services, Instructional Media Services, Enterprise Information Systems, and the Educational Broadcast Services.

- Assist in the assessment and prioritization of IT resources that are required for recovering essential departmental functions and applications.

The Vice President for Research or designee is responsible for:

- Identifying and prioritizing campus needs relative to recovery or preservation of research
- Reporting to state and federal agencies for grants, research compliance and/or Biosafety
- Identifying and prioritizing needs for care and maintenance of research animals

The Vice President for Human Resources and Organizational Effectiveness or designee is responsible for:

- Identifying and quantifying impacts faculty and staff
- Providing support services to affected faculty and staff
- Assisting Marketing and Communications with communications to faculty and staff
- Identifying and prioritizing of recovery needs for activities and operations of the human resources
- Overseeing necessary changes to HR policies

The Director of Athletics or designee is responsible for:

- Identifying and quantifying impacts to the athletics department
- Providing support to student athletes affected
- Identifying and prioritizing of recovery needs for activities and operations of the athletic department

SECTION 10: CONTINUITY OF LEADERSHIP

Orders of Succession / Delegations of Authority

In the event that executive management or senior personnel are unavailable during an emergency, Texas A&M University has developed a set of procedures to determine orders of succession and delegations of authority. A successor will assume the duties of the leadership role when the usual leader is not able to be contacted by usual methods (e.g., telephone, cellular telephone, and direct connect), and will relinquish leadership duties when the usual leader is contacted or until a permanent successor has been

named by appropriate line management, or another appropriate individual. Many delegations of authority are addressed in University Rules and Standard Administrative Procedures (SAP). Each division/department should develop a chart detailing the delegations of authority if not specifically referenced in an existing university rule or SAP. Orders of succession and delegations of authority are recommended for the Continuity and Recovery Group and should be maintained on-file within their organizations.

For executive administration, the orders of succession for the President are as follows:

1. President
2. Provost and Executive Vice President for Academic Affairs
3. Executive Vice President and Chief Financial Officer

SECTION 11: ESSENTIAL FUNCTIONS

Essential functions are those services, programs, or activities that are necessary to operations and would directly affect the University's success if they were to stop for an extended period of time. The University has developed categories for essential functions based on their recovery time objectives (maximum time that function can be down). These categories can be applied at any level of the organization to assist with prioritizing recovery operations.

- **Critical: Uninterrupted or Resumed within 4 Hours**
 - Must go uninterrupted or be resumed within 4 hours of an incident
 - Functions that preserve the University through command and control
 - Functions with direct and immediate effect on the jurisdiction to preserve life safety and protect property
- **High: Resumed Within 24 Hours**
 - Must be continued at a normal or increased level within 24 hours of an incident
 - Functions that may cause significant consequences if paused for more than 24 hours
- **Medium: Resumed Within 1 Week**
 - Must be continued at a normal or increased level within 1 week of an incident
 - Functions that may cause significant consequences if paused for more than 1 week

- **Low: Resumed Within 1 Month**
 - Must be continued at a normal or increased level within 1 month of an incident
 - Functions that may be suspended for up to 1 month without causing significant disruption
- **Deferrable: Resumed Within an Amount of Time Greater Than 30 Days**
 - Functions that may pause and resume when conditions permit

During and after a disruption, it may be impossible to immediately perform all university functions at full capacity. To enable the University to focus resources appropriately, departments/divisions/colleges should categorize their essential functions based on the categories above.

SECTION 12: CRITICAL INFRASTRUCTURE

Based on the categorization of essential functions, the University has identified broad operations with university-wide implications for sustaining and supporting life safety following an emergency. These broad operations have been identified as critical infrastructure that must be robust and resilient to support the recovery of other essential functions. Critical infrastructure includes:

- Emergency Response Services
- Utilities, including electricity, water, and reasonable climate control
- Communications with internal and external audiences including students, faculty, staff, and media
- Internet, authentication, and voice communications
- Hazardous materials spill response and control, including safe handling and proper disposal of toxic substances, biologically hazardous materials, and radioactive materials

Departments responsible for critical infrastructure will coordinate with the Continuity and Recovery Group to restore their “critical” and “high” essential functions quickly following an emergency.

SECTION 13: DEPENDENCIES

All Texas A&M University departments/divisions/colleges depend on other components of the University to continue their essential functions. Departments, divisions, and colleges may also depend on external vendors in order to continue their essential functions. Each department/division/colleges will document their key internal and external dependencies in their continuity plan. These key internal and external dependencies may include:

- Services
- Processes
- Data
- Employees
- Equipment
- Supplies

SECTION 14: ALTERNATE FACILITIES AND WORKSITES

Texas A&M University recognizes that normal operations may be disrupted and there may be a need to perform essential functions at alternate facilities or worksites. In the event that relocation is necessary, the Continuity and Recovery Group will work with the Office of Mapping and Space Information to identify appropriate available facilities for the affected departments/divisions/colleges.

During the continuity planning process, each department/division/college will identify available alternate facilities or worksites within their organization and determine their requirements for an alternate facility, including amount of space, workstations, supplies, equipment, food, etc. This information will be used to assist in locating an appropriate facility if alternate internal space is unavailable.

Affected departments/divisions/colleges will submit their alternate facility requirements to the Continuity and Recovery Group upon request. The Continuity and Recovery Group will review and establish priorities as necessary.

Some disruptions of normal operations may necessitate the need for telecommuting. Approval for telecommuting resides with the department or unit head. Therefore, departments/divisions/colleges should include procedures for this purpose in their specific plans.

SECTION 15: VITAL RECORDS, DATABASES AND EQUIPMENT

A successful continuity plan provides for the protection, accessibility, and recovery of Texas A&M University's vital records, systems, and equipment. These are the records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the University's ability to conduct business and carry out essential functions. Each division/department/college has identified vital records, databases and equipment, which must be available to support performance of essential functions. The University has also identified vendors and contractors available to support restoration of vital records, systems, equipment and/or processes. To access these important services, contact Compass Group/SSC or TAMU IT.

Each division/department/college's vital records will be updated regularly according to an established schedule determined by the division, department or college. Vital records

and databases must also be backed up and stored at a remote location as defined by each division/department/college.

The Division of Information Technology IT Disaster Recovery Program has been established to enable coordination and prioritization of IT recovery efforts during emergencies. Essential IT services that support essential functions as defined by this plan are managed in the IT DR Plan. More information along with unit-level IT DR planning templates are available online at <http://cio.tamu.edu/policy/it-coop/it-disaster-recovery/index.php>.

SECTION 16: COMMUNICATIONS

Communications is a critical component of successful continuity capability. Communications systems must support connectivity to internal organizations, other agencies, critical customers, and the public. Communications capabilities should be consistent with the organization's operations and provide for access to other data and systems required to conduct mission essential functions. Consideration should be given to the full spectrum of technological advances now available: landlines, cellular, satellite, wireless, etc. Redundancy of communications is vital and should be developed to the depth necessary to sustain operations.

To ensure communications during a continuity incident, Texas A&M University has identified primary and alternate modes of communication, and has preventive controls in place for each means of communication. More information related to communication can be found in the TAMU EOP, Annex B: Communications.

SECTION 17: TESTING, TRAINING AND EXERCISE

Refer to the Emergency Operations Plan for the Testing, Training, and Exercise schedule.

SECTION 18: CONTINUITY ANNEX MAINTENANCE

Texas A&M University has developed an approach to maintaining viable continuity capability. This approach ensures the review and update of the continuity annex and its supporting documents; the orientation of training of both existing and newly hired/appointed personnel; and the testing of the continuity capability through internal, local, regional, and state exercises.

Continuity Annex Maintenance

The Continuity Annex will be reviewed and updated in accordance with the EOP plan maintenance schedule identified by the Office of Safety & Security.

RECORD OF CHANGE

CHANGE NUMBER	DATE OF CHANGE	DESCRIPTION OF CHANGE	CHANGE MADE BY:
1	6/1/2014	Grammatical changes, title changes, and terminology as appropriate.	Martinez /McGirr
2	12/15/2017	Minor changes throughout. Addition of three members of the Continuity & Recovery Group. Consolidation of the orders of succession and delegations of authority sections. References to teh	M. Martinez
3	11/14/2019	New Section: Critical Infrastructure Major changes throughout to reflect new categories for essential functions. Grammatical changes. Title changes.	J. Soriano