

Longwood University
Comprehensive Continuity Operations
Plan
(COOP)



Michael M. Cline, State Coordinator Virginia Department of Emergency Management

April 2012 - Version 3.0

This document contains

sensitive and confidential information that is not subject to FOIA under Virginia Code §2.2-3705.2.

SECURITY AND PRIVACY STATEMENT

Any disclosure of this document to the Public would have a reasonable likelihood of threatening the safety of those under its guidance by it through exposing possible vulnerabilities. It contains sensitive and confidential information that is not subject to FOIA under Virginia Code §2.2-3705.2. Accordingly, the Longwood University is withholding this plan from full public disclosure. Copies of this document may be obtained through the Office of the Vice President of Administration and Finance legal counsel, i.e. the Virginia Attorney General's office.

Longwood University Continuity Plan

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PROMULGATION STATEMENT

Promulgation of the Longwood University Continuity of Operations Plan (COOP)

Mission

Longwood University is an institution of higher learning dedicated to the development of citizen leaders who are prepared to make positive contributions to the common good of society. Building upon its strong foundation in the liberal arts and sciences, the University provides an environment in which exceptional teaching fosters student learning, scholarship, and achievement. As the only four-year public institution in south central Virginia, Longwood University serves as a catalyst for regional prosperity and advancement.

To accomplish this mission, Longwood University must ensure its operations are performed efficiently with minimal disruption during an all-hazards emergency or other situations that may disrupt normal operations. This document provides planning and program guidance for implementing the Longwood Continuity Plan to ensure the university is capable of conducting its mission essential functions (MEFs) under all threats and conditions. Longwood is committed to the safety and protection of its personnel, operations, and facilities. This Continuity Plan is an annex to the Longwood University Emergency Operations Plan (EOP) and recovery operations that operates as a companion plan and the Longwood University Information and Instructional Technology Services (IITS) Disaster Plan through, Longwood Emergency Action Plan and the All Hazards Assessment. These Planes provides a framework designed to minimize potential impact and allow for quicker recovery from an event. These Plans also encompasses the magnitude of operations and services performed by the university and are tailored to the unique operations and MEFs of the university departments/divisions.

The Longwood University COOP has identified key personnel that will perform or manage the performance of MEFs and upon activation, these personnel will be notified and assume their responsibility for implementing the necessary operations in accordance with the guidance provided by the *DEM or Reconstitution Manager* or his/her designee. Identified personnel will also be provided the necessary training and exercises to ensure their success in implementing the Continuity Plan, and perform MEFs within the established recovery time objectives for a period of up to 30 days or until normal operations can be resumed.

By virtue of the authority vested in me by the Code of Virginia and Executive Order 41 and as President of Longwood University and the administrator ultimately responsible for Continuity of Operations (COOP), I hereby promulgate and issue the Longwood University COOP dated April 1, 2012. This Plan shall provide the authority, direction and responsibilities assigned to essential individuals who 's titles are identified herein to respond and facilitate the continuity of its operations in order to save lives; protect public health, safety, and property; to restore essential services; and to enable and assist the university with its economic recovery.

I hereby appoint the Director of Emergency Management for Longwood University to serve as the Continuity Coordinator for the agency. This position will be responsible and provide the direction and control to ensure Longwood University meets or exceed the requirements outlined in the Continuity Plan. This position shall be provided the authority necessary to carry out the duties delineated in this plan. During an incident, a Reconstitution Manager will be appointed who shall the authority and responsibility described herein. This promulgation shall also serve as official approval of the Orders of Succession and Delegations of Authority outlined within the Plan.

The DEM on behalf of the this office, is hereby charged to develop, review annually and provide the appropriate information and changes to the COOP and to those who are required to have such information to safeguard the University, its faculty, staff and students . The Vice President of Administrations and Finance and the DEM shall submit to the Longwood University Cabinet the COOP initially and annually thereafter for approval. The Cabinet shall review its operations and the essential functions in regards to its mission each year and forward its results by the signature of the President and the Vice President of Academics to the Virginia Department of Emergency Management.

The DEM shall provide the necessary strategies to effectively exercise this plan as required by Executive Order 41 and the Virginia Department of Emergency Management (VDEM). Members of the Cabinet and their departments shall assist the DEM in developing the Plan and the exercises annually.

This “Plan” when approved resends all other COOP Plans for this University and shall become an annex to the Emergency Operations Plan (EOP) for Longwood University. This Plan shall remain in full force and effect until amended or rescinded. In addition to the duties and responsibilities assigned in the Plan, each division/department of the university shall have a representative to fulfill its responsibilities within their respective division/departments and;

1. Coordinate with the DEM and its responsibilities involving the Plans operations, and recovery processes.
2. Identify and provide the divisional/department Plan requirements for which the department is responsible.
3. Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the Plan.
4. Identify and maintain the Mission Essential Functions (MSF’s) of their specific division/department faculty and staff to assist in continuity of operations and ensure that persons identified are accessible and available for training, exercises, and activations of the Plan as required.
5. Coordinate appropriate training for department mission essential personnel through the DEM regarding COOP operations.

This Continuity Plan complies with applicable internal agency policy, state regulations, executive orders and supports recommendations provided in FEMA’s Continuity Guidance Circular 1 (CGC 1) and Continuity Guidance Circular 2 (CGC 2). This Continuity Plan has been distributed internally to appropriate personnel within Longwood University and with external organizations that might be affected by its implementation.

This Promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded.

Given under my hand and under the Seal of Longwood University, this **date** day of **Month Year**.

Rector
Board of Visitors
Longwood University

Patrick Finnegan, President
Longwood University

Vice President Ken Perkins
Longwood University

RECORD OF CHANGES

Pursuant to Executive Order 41 and Title 44 Code of Virginia and the Virginia Department of Emergency Management (VDEM) Continuity of Operations (COOP) template dated April 1, 2012 the Longwood University has made the changes required.

**Table 1
Record of Changes**

Change Number	Section and/or Page Number	Description of Change	Date of Change	Posted By
1	ALL	Document to meet April 2012 Template	3/29/2012	J. White

PUBLICATION AND DISSEMINATION

The Longwood University COOP process consists of publishing the plan and presenting it to appropriate university personnel along with any training needed to ensure a smooth activation. Executive leadership and key personnel identified in the plan are provided a copy of the plan. Faculty and staff not identified as key personnel are provided with portions of the plan deemed appropriate along with appropriate orientation of its operations but may be provided the entire plan at the discretion of the DEM. As contractors are identified to perform MEFs they too may be provided with portions of the plan at the

discretion of the DEM. Before any information to such contractors are provided Longwood University may require the contract staff to sign a Non-Disclosure Agreement.

The information contained in this Continuity Plan is protected from the Freedom of Information Act (FOIA) disclosure pursuant to §2.2-3705.2 of the Code of Virginia due to such information potentially could reveal the vulnerabilities or recovery plans of the university.

The Longwood University Continuity Plan will be distributed to executive leadership and key personnel having essential function responsibilities and to others as deemed appropriate. Requests for additional copies of this plan or notification of updates should be directed to the DEM.

Continuity Plan Distribution List

Name	Title	Agency or Organization	Date Issued	Date Returned	Number of Copies
	President	Longwood University	April 1, 2012		1
	VP Academic Affairs	Longwood University	April 1		1
	VP Admin & Finance	Longwood University	April 1		1
	VP Facilities Management & Real Property	Longwood University	April 1		1
	VP IITS	Longwood University	April 1		1
	VP Advancement	Longwood University	April 1		1
	MEF (Key) Personnel	Longwood University	April 1		1
	VDEM	Longwood University	April 1		1

CONTINUITY PLAN

Historically, Virginia has experienced emergencies such as floods, tropical storms, tornados, winter storms, hazardous materials incidents, power failures, resource shortages, droughts, forest fires and environmental contamination. Such hazards are ever-increasing due to factors such as urban development in flood-vulnerable areas, industrial expansion, traffic congestion, and widespread use and transport of hazardous materials.

In some years, multiple natural disasters have occurred, taxing the available resources within the Commonwealth. Even more frequent are relatively minor emergencies, which if not prepared for and dealt with, can wreak havoc on the capability of the aspects of Longwood University and its respective units to continue operations and provide services. While threats vary from within each unit, it is clear that the better prepared Longwood and its respective units are as a whole; the more effective its operational capability will be, regardless of the type of hazard that arises.

COOP planning is designed to develop and maintain a program that enables each unit within the University to preserve, maintain, and/or reconstitute its capability to function effectively in the event of the threat or occurrence of any disaster or emergency that could potentially disrupt operations and services of one or more of its units. Longwood and its respective units have always been prepared, to the greatest extent possible, to respond to an all-hazard disaster and emergency within the University. However, Longwood has become increasingly aware of how disasters and emergencies could interrupt, paralyze, disrupt, and/or destroy the capabilities to preserve institutions of higher education and perform essential university functions effectively. Consequently, Longwood is directed by the President and the Virginia Department of Emergency Management to develop and maintain a Continuity of Operations (COOP) Plan and provide funding support and follow-up annually.

The Longwood Basic COOP Plan encompasses the magnitude of operations and services performed by the University and its respective units. It is tailored to the unique operations of individual units and the essential functions they perform.

INTRODUCTION

The all-hazards approach to COOP planning ensures Longwood faculty, staff, students and visitors that regardless of the emergency, essential functions and services will continue to operate and be provided in some capacity. This approach includes preparing for emergencies ranging from natural, manmade, technological, and terrorism.

PURPOSE

All units within Longwood have the responsibility to plan and respond to emergencies resulting from an “All-Hazards” perspective that threaten Longwood University. These may require departments/divisions to operate from an alternate location/classroom/facility and may seriously overextend state resources.

The purpose of this COOP Plan is to provide the framework for departments/divisions within Longwood to restore essential functions to their faculty, staff, students and visitors in the event of an emergency that affects their operations. This COOP Plan and its appendices plans, were developed in accordance with the following;

- Governor' Executive Order 41, dated 2011, directing all state agencies and universities to develop COOP plans;
- Virginia Department of Emergency Management's Continuity of Operations Planning Manual v.3, dated September 2008;
- Department of Homeland Security (DHS) COOP Guidance Document, dated April 2004, which provides a structure for formulating a COOP Plan;
- Presidential Decision Directive – 67, "Ensuring Constitutional Government and Continuity of Government Operations," which requires all federal departments and agencies to have a viable COOP capability;
- Interim Guidance on COOP Planning for State and Local Governments, dated May 2004 produced by the Federal Emergency Management Agency (FEMA)/DHS; and the operational guidelines outlined in the National Incident Management System (NIMS).

The purpose of this COOP Plan is to provide the framework for each of the department/divisions within Longwood University to restore its essential functions in the event of an emergency that affects its operations. This plan establishes Longwood's COOP program for addressing three types of disruptions:

- Loss of access to a facility (as in fire or other facility damage);
- Loss of services due to a reduced workforce (as in pandemic influenza); and
- Loss of services due to equipment or systems failure (as in Information Technology (IT) systems failure).

This COOP plan describes how Longwood will sustain the capability to perform essential functions during and after a disruption in internal operations whether caused by natural or man-made disasters, such as a violent attack. This COOP plan ensures that Longwood:

- has the capability to implement the COOP plan both with and without warning;
- is able to perform some essential functions no later than 12 hours after activation of the COOP plan;
- is able to maintain essential functions for up to 30 days;
- includes regularly scheduled testing, training, and exercising of agency personnel, equipment, systems, processes, and procedures used to support the agency during a COOP event;
- provides for a regular risk analysis of current alternate operating facilities;
- supports the location of alternate facilities in areas where the ability to initiate, maintain, and terminate continuity operations is maximized;
- supports the identification and documentation of temporary operating procedures which enable the performance of essential functions; and
- promotes the development, maintenance, and annual review of agency COOP capabilities.

This COOP plan supports the performance of essential functions from alternate locations (due to the primary facility becoming unusable, for long or short periods of time) and also provides for continuity of management and decision-making at the university, in the event that senior management or technical personnel are unavailable, inaccessible or lost to the organization.

Longwood is committed to the safety and protection of its employees, operations, and facilities. This COOP Plan provides Longwood units and their personnel a framework that is designed to minimize potential impact during an emergency incident. Further, the COOP Plan establishes procedures that Longwood leadership can use to strategically minimize risk to its employees, operations and facilities.

APPLICABILITY AND SCOPE

COOP Plans are vital during emergency situations. COOP is the preservation, maintenance, and reconstitution of a unit's ability to deliver its essential functions to faculty, staff, students and visitors.

Longwood's COOP Plan is intended to support continuity operational plans which have been developed by key departments/division to address emergency situations that cause a disruption in the essential functions within that particular department/division to their faculty, staff, students or visitors. This Comprehensive Plan involves all organizational departments/divisions within Longwood University to ensure continuity involving a campus emergency.

This plan details procedures for implementing actions to continue the following MEFs:

- *To protect the safety and health of all faculty, staff, students and visitors affected by the emergency.*
- *To ensure the University's continues its operations during and after an emergency to meets it Mission.*

The LONGWOOD COOP will enable the University community to maintain the infrastructure of the essential functions of the institution. All departments listed below have been briefed on the COOP and are trained in its activation and support through the Longwood COOP Coordinator. The Plan is available in all listed departments for review and each department COOP Team member is responsible for the support of COOP training and awareness of their departmental staff. Distribution of the plan is made through department heads as well as electronic access on a secure website. All COOP Team members are briefed each year to keep each department current.

The COOP Plan will be shared with local emergency response and management agencies, designated Emergency Coordination Officers, (*Town of Farmville, Prince Edward County, Virginia Department of Health, Virginia Department of State Police and the Offices of the Virginia Department of Emergency Management*) and other interested parties, as appropriate.

- This COOP Plan describes the actions that will be taken to activate a viable COOP capability within 12 hours of an emergency event, and to sustain that capability for up to 30 days. The COOP Plan can be implemented during duty and non-duty hours, both with and without warning.
- The COOP Plan supports the performance of the identified essential functions from alternate facility locations (due to the primary facility becoming unusable, for long or short periods of time) and also provides for continuity of management and decision-making at the institution, in the event that senior leadership or technical personnel are unavailable.

This Continuity Plan is not the Emergency Operations Plan (EOP) however, it is the birth of a recovery plan that works as a companion plan with the Longwood University EOP and provides a framework designed to minimize potential impact and allow for rapid recovery from an event.

This plan applies to the operations, and resources necessary to ensure the continuation of the Longwood University MEFs. This plan applies to university personnel (including faculty) in all departments and all locations where MEFs are conducted. See Appendix 1 department/divisional MEF's. Each

department/division shall develop procedures from this plan to enhance the continuity of operations procedures that affect their particular MEF's and how they operate within the campus-wide plan.

This Continuity Plan supports the performance of MEFs from alternate locations, where loss of facility, a reduction in workforce, or during a loss of services resulting from equipment or systems failure. The Continuity Plan does not apply to temporary disruptions of service, including minor IT system or power outages or any other scenarios where MEFs can be readily restored in the primary facility. This plan provides for the resumption of MEFs, continuity of management, and decision-making authority if senior leadership is unavailable. This Continuity Plan can be activated during duty and non-duty hours, both with and without warning. The departments/divisions affected are;

- Office of the President
- Academic Affairs
- Administration and Finance
- Facilities Management
- Information and Instructional Technology Services
- Student Affairs
- University Advancement

Once the EOP is activated the COOP is discussed within the EOC and a Recovery Manager is established through the Crisis Management Team (CMT). Once the EOC reviews the disaster site it makes its recommendations to the CMT to activate the COOP or a portion thereof.

SITUATION OVERVIEW

Longwood University is located in rural Farmville, Prince Edward County, Virginia roughly 65 miles southwest of Richmond, Virginia's capital, and just over 100 miles north of Durham, North Carolina.

- The University's 60-acre campus in Farmville houses both the undergraduate and graduate programs. The campus can be roughly divided into two parts based on architecture: the historic "North Core" and the more modern south end.
- The University is within a few hours' drive of both Washington, D.C., and Richmond, VA., providing students with unique internships, research excursions, or recreational opportunities. Students also can head west to see Virginia's Blue Ridge Mountains, or east to visit the Chesapeake Bay and Atlantic Ocean.
- Millions of travelers are attracted to the Commonwealth for business, outdoor recreational opportunities and leisure activities each year. The combination of high hazard areas and large numbers of out-of-state visitors, who are unfamiliar with local conditions and emergency response capabilities, represent a unique emergency planning and response challenge to the University and the Commonwealth;
- There are approximately 3,700 undergraduate students enrolled and 700 graduate students (an approximate total of 4,400 students) from 25 states and foreign countries. Students are required to live on campus unless an exception is granted by the Office of Residential and Commuter Life.
- Natural disasters – Nearly every year Virginia experiences floods, tropical storms, (hurricanes) landslides, earthquakes, tornados, or winter storms of disaster magnitude in

and around the university and state. In some years, multiple natural disasters have occurred, taxing the available resources within the Commonwealth.

- Hazardous materials – Hazardous materials used in agriculture, industry and homes pose a potential hazard to the university through the Route 460 and rail corridor methods of transportation. Daily, the university is vulnerable to the adverse effects of accidental leakage of hazardous materials on and off campus.
- Terrorism – Due to its proximity to Washington DC, military installations within 40 miles of the campus, Babcock Wilcox Naval Nuclear Fuel Research Center and Virginia being the home to the world’s largest naval and military air bases, Virginia and the university is at risk for terrorism, both domestic and international. These incidents could take the form of: threats and hoaxes; which could encompass small-scale conventional weapons; large improvised explosives; chemical; or biological, radiological, nuclear, or cyber attacks.
- Other less frequent but still potentially dangerous situations are very real in the sense of the threat assessment is crime and technological hazards for which the university is at risk include: criminal gang activity, cyber attacks, civil disorder, pandemics, major transportation accidents, and the breakdown of the communication notification and information technology infrastructures.

Longwood University will continue to be exposed to certain hazards and the risks will be assessed when identified and this plan updated to reflect the university’s contingency to address them.

Planning Assumptions

The university’s Executive Leadership has completed its National Incident Management System (NIMS) training along with selected faculty and staff to respond to an all hazard situation. The University has completed a table top exercise and a functional exercise (**see Appendix 3**) with 4 surrounding jurisdictions, the Virginia State Police, Virginia Department of Health, Virginia Department of Emergency Management and the Town of Farmville and has its ratings back for corrective action. The university’s Incident Command structure, see **Appendix 2** and the associated personnel will continue to recognize their responsibilities to the public safety and exercise their authority to implement this COOP Plan in a timely manner when confronted with such disasters.

In the event of disaster at Longwood University where campus evacuation must occur, additional services will be required to sustain its contingency operations. If this occurs Longwood University through Memorandum of Understanding (MOU’s) will rely on services of adjacent jurisdictions, colleges and universities for recovery. With these contingencies being addressed the operations within our COOP Plan can serve as a basis for a multi-jurisdictional or multi-organizational plan that will incorporate mutual-aid agreements, alternate work locations and inter-department communications plans to ensure a coordinated response in the event of a disaster. *These contingencies at the present are pending and are being drafted to identify all-hazards/all-jurisdictions involved.*

If properly implemented, this COOP Plan will reduce or prevent disaster-related losses. These are adopted through a risk analysis through the following staff assumptions.

- Crisis Management Team provide direction and support to all functional departments/divisions throughout the university to meet an all hazards contingency plan related specifically to their area of responsibility.
- Incident Command and Recovery Manager direction and control of the contingency operations and ensures all operations and corrective measures are provided.
- COOP Team represent and assist in developing department/division COOP Plans and assist the COOP Coordinator in providing appropriate training and documentation.
- Building coordinators and Emergency Floor Officers (EFO's) are being designated and trained for all buildings and are being trained on proper evacuation, shelter-in-place and other emergency contingencies.
- The university participates in local preparedness operations by serving on the Farmville-Prince Edward County Preparedness Task Force, and working towards a full exercise by December 2013 with the Town of Farmville, Southside Community Hospital, Virginia State Police, Virginia Department of Social Services public safety agencies, and the Virginia Department Health.
- When properly implemented, this COOP plan, in conjunction with Longwood's Emergency Operations Plan, will provide a contingency and operations plan to hold losses to a minimum and place the institution back into its full operation.
- When a COOP event is declared, the agency will implement a predetermined plan using trained and equipped personnel.
- The agency will provide operational capability within 12 hours on particular MEF's of the event and be able to continue essential operations for 30 days or until termination of the event, whichever is earlier.
- Procedures are sufficiently detailed so someone other than the person primarily responsible for the work can follow them.

These contingencies are developed based upon the Business Impact Analysis (BIA), **see Appendix**

OBJECTIVES

This Plan and those procedures and plans within the departments/divisions shall list the objectives that each of the plans is to meet. The objectives of this Plan which must be focused upon in the department/division plans should include the following as a minimum.

- Ensure that Longwood University and its departments/divisions can perform its MEFs under an "all-Hazards" condition.
- Ensure that Longwood University and its departments/divisions can perform its MEFs within established recovery time objectives for a period of up to 30 days or until normal operations can be resumed.

- Provide for the safety and well-being of Longwood University personnel, contractors, and visitors while enabling the university's continued operations during any event or disruption to operations.
- Reduce or mitigate disruptions to operations.
- Minimize property damage and loss.
- Achieve a timely and orderly recovery and reconstitution from an emergency.
- Ensure and validate continuity readiness through a dynamic and integrated continuity test, training, and exercise program.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Specific staffing requirements will vary widely among Longwood University departments due to differences in their size, structure, mission and essential functions. Each essential function shall have trained personnel with appropriate trained back-up that are necessary to ensure continuity of operations, preferably two down. These personnel are necessary to carry out essential functions and in support of the Longwood University's contingency mission.

The level of authority and responsibility is dependent on the level of the crisis or emergency. The EOC shall operations section shall conduct the appropriate assessment and lead the Crisis Management Team to the next level to indicate the activation of the Recovery Manager.

PERSONNEL CONTACT LIST

The Rapid Recall List shall indicate accurate contact information for essential personnel when the university and its departments/divisions is threatened by or experiences an incident that requires COOP/EOP/Disaster plan activation. All emergency contact information is confidential and updated by the Director of Emergency Management/Public Safety Office and dispatched as required. See **Appendix**

EXTERNAL CONTACTS

External contacts and vendors shall be listed in the departments COOP Plan as required resources supporting its functions where applicable. Included is contact information for external vendors, suppliers or others who would most likely need to be contacted if the agency is threatened by or experiences an incident that requires COOP plan implementation. See **Appendix**

COOP PLAN IMPLEMENTATION RESPONSIBILITIES

The following identifies major responsibilities of key personnel and leadership required to implement Longwood University's COOP plan.

Table 2
Continuity Implementation Responsibilities

Position	Responsibility
Crisis Management Team	<ul style="list-style-type: none"> • Provide strategic leadership and overarching policy direction for the Continuity Program. <ul style="list-style-type: none"> ▪ Provide initial evaluation of emergency to the President. ▪ Provide strategic guidance and support to the EOC and Recovery Manager. ▪ Approve of all media and media releases regarding the emergency. ▪ Provide direction for appropriate courses of action during the recovery. ▪ Provide support and financial assistance to EOC operations and recovery mechanisms to perform its essential functions during an event or other situation that would disrupt normal operations. ▪ Providing emergency/contingency operations direction to President for decisions related to the emergency.
Continuity Coordinator	<ul style="list-style-type: none"> • Develop, implement and communicate emergency information, assist in evacuations, and maintain emergency response processes and lead the COOP Team. • Collaborate with the COOP Team and Divisions to maintain current information in the University COOP plan. • Implement a University-wide COOP Team that represents faculty, staff, students and visitors from the major divisions. • Develop and implement COOP Training for all participants. • Coordinate resources for emergency preparedness and recovery. • Assist and support Command Staff during activation of COOP Plan. • Assist staff for responding to an incident, as well as working with designated staff in the recovery process including communication, solutions, and their implementation. • Provide support to the Command Staff.
MEF Key Personnel	<ul style="list-style-type: none"> ▪ Assisting in the initial review and scope of the emergency; ▪ Providing consultation and support to COOP Team and emergency response team members.

Position	Responsibility
	<ul style="list-style-type: none"> ▪ Coordinate support for appropriate staff and resources throughout the emergency. ▪ Assist in the decision-making contingency process. Coordinating appropriate lodging, food and other arrangements with the alternate facility location, if appropriate, for faculty and staff who will not commute and need to remain overnight near the alternate location. ▪ Lead, coordinate and manage all activities in their perspective area of responsibility, e.g., operations, logistics, required for the university contingency operations to perform its essential functions during an event or other situation that would disrupt normal operations. • Coordinate implementation of the COOP plan and initiate appropriate notifications inside and outside the university during COOP plan implementation. • Coordinate site support plans to support the implementation of the COOP plan to facilitate the smooth transition of direction and operations from the primary location(s) to the alternate location. • Liaison with IC in evaluating the initial phase of the incident. • Assist staff for responding to an incident, as well as working with designated staff in the recovery process including communication, solutions, and their implementation. • Be prepared to deploy and support the agency’s MEFs in the event of a Continuity Plan implementation. • Ensure that family members are prepared for and taken care of in an emergency situation.
Recovery/Reconstitution Manager	<ul style="list-style-type: none"> • Coordinate and oversee the reconstitution process. • Ensure that the primary facility can support the performance of MEFs • Develop a time-phased plan to ensure that functions are restored in a manner which minimizes downtime. • Work closely with the Continuity Coordinator to ensure a smooth transition from Continuity Operations to Reconstitution operations.
Agency Employees and Faculty	<ul style="list-style-type: none"> • Monitor agency communications for guidance or instructions during the event. • Know and understand their roles in a continuity environment. • Ensure that family members are prepared for and taken care of in an emergency situation.

Position	Responsibility
Department/Division COOP Team	<ul style="list-style-type: none"> ▪ Represent and assist in developing their divisions COOP Plan procedures and assist the COOP Coordinator in providing appropriate training and documentation. ▪ Assist in creating their divisions Exercise and conduct follow-up corrective measures with report to COOP Coordinator. ▪ Assist in the review of the emergency contingencies within the COOP Plan and alternatives appropriate for its implementation. ▪ Provide coordination and support for all aspects of the contingency recovery in conjunction with the incident command staff. ▪ Conduct a review once normal operations resume and make appropriate changes to plans and procedures. ▪ Understanding and being willing to perform in continuity situations to ensure an organization can continue its essential functions. ▪ Ensuring that family members are prepared for and taken care of in an emergency situation.

ORDERS OF SUCCESSION

Longwood University has identified its Orders of Succession from two different levels within the organization, executive leadership, listed below and operations as indicated. These provide effective leadership in two areas for its operations. In the event an executive member of the university or their successor is not available the staff Director can provide the necessary leadership and action to prevent further harm. Once the executive member arrives or returns such authority is returned and is capable of resuming essential duties. Longwood University’s orders of succession and method of notification to key personnel are illustrated below.

**Table 3
Orders of Succession Executive Leadership**

Position	Method of Notification	Successor #1	Successor #2	Successor #3
President	VP Academic Affairs	VP-Administration	VP-Student Affairs	
VP Academic Affairs	Associate Vice President for Academic Affairs	Dean of the College of Arts & Sciences	Vice President of Administrations & Finance	

Position	Method of Notification	Successor #1	Successor #2	Successor #3
VP Administration & Finance	AVP Administration and Finance	AVP Administration and Finance	VP-Student Affairs	
VP Facilities Management and Real Property	Facilities Administrative Services Manager	Director of Capital Planning and Construction	Director of Physical Plant	
VP Information and Instructional Technology Services (IITS)	AVP and Director of Information Security	VP- Facilities Management	Director of Information Systems	Director Information Technology Project Management
VP University Advancement	AVP University Advancement	Director of Development and Advancement Services	Administrative Assistant to VP for University Advancement	
VP Student Affairs	Associate Dean for Student Affairs	Associate Director Housing	Executive Director – RCL	

Delegations of Authority

Longwood University designed a delegation of authority which will take effect when normal channels of direction are disrupted and will terminate when these channels have resumed. Longwood University has identified the following delegations of authority:

Table 4
Delegations of Authority

Authority (Function)	Type of Authority	Position Holding Authority	Delegation to Position	Triggering Conditions	Limitations
Provide University wide authority and leadership	Authority and Signature	President	Vice President Academic Affairs VP Admin & Finance	Incapacitated or unavailable	Upon return of incumbent

Authority (Function)	Type of Authority	Position Holding Authority	Delegation to Position	Triggering Conditions	Limitations
Provide Signature of Air Permit - Regulatory	Signature Authority	VP Facility Management and Real Property	Director EHS&EM	Incapacitated or unavailable	Upon return of incumbent
Provide Financial Authority	Signature Authority	VP Admin n& Finance	AVP Admin. & Finance	Incapacitated or unavailable	Upon return of incumbent
Provide Housing Authority	Signature and Administration Authority	VP Student Affairs	Associate Dean for Student Affairs	Incapacitated or unavailable	Upon return of incumbent
Provide Education Management Authority	Signature and Direction	VP Academic Affairs	Associate Vice President for Academic Affairs	Dean of the College of Arts & Sciences	Vice President of Administrations & Finance
Provide Direction and Control of COOP Operations	Signature and Direction	VP Student Affairs – Director of Crisis Management Team	Chief of Police	Director EHS&EM	Director Facilities Management
Issue Contracts	Signature Authority	Procurement Manager	Assistant Procurement Manager	Incapacitated or unavailable	Upon return of incumbent

Concept of Operations

A continuity plan must be maintained at a high level of preparedness and be ready to be implemented without prior warning. As such, the Longwood University has developed a concept of operations which describes the implementation of the Continuity Plan. This plan can be fully implemented within established recovery time objectives and capable of sustaining operations for up to 30 days or until normal operations can be resumed.

The President of the University, his/her designated successor or those who are in the Incident Command Structure may implement this COOP plan. The COOP plan is implemented based on known or anticipated threats and emergencies that may occur with or without warning. The agency has developed an executive decision process; see **Table 1** below that allows for a review of the

emergency situation and determination of the best course of action for response and recovery. This process uses a decision matrix for implementing the COOP plan. Careful review of this matrix should avoid premature or inappropriate activation of the agency COOP plan.

The decision matrix is presented below. Potential disruptions resulting from emergency events are classified in Emergency Levels 1 through 4. Using these emergency levels, the President, or a duly designated successor will activate or partially activate the COOP plan. The university also has various types of emergencies detailed in the Disaster and Recovery Plan and the Comprehensive Safety plan that Provide immediate, short-term and long-term responses and considerations, example Bomb Threat.

Major incidents on the Longwood campus will be evaluated on a case-by-case basis as it may be an individual building or a designated part of the campus affected by an incident or the situation may impact the whole campus. Unlike those entities that may be contained in one building, such as an elementary school or a business which can “lock down”, a college campus does not necessarily have that option. The university does have the option to move functions, programs, or services to unaffected parts of the campus or through relocation identified by an MOU. The decision matrix focuses on the way in which the emergency event may impact the capabilities of the university to provide its essential functions. To remain flexible to the variety of situations that could trigger activation or partial activation of the COOP plan, this matrix provides guidance, and recommended impacts and decisions that may be modified based on the actual events.

Level of Emergency and Decision Matrix

Level of Emergency	Category	Impact on Institution	Decisions
I	Alert	An actual or anticipated event may have an adverse impact of up to 12 hours on any portion of the institution but does not require any specific response beyond what is normally available.	Impacted department alerts appropriate personnel of situation and requests needed assistance. No COOP plan implementation required.
II	Stand-by	An actual or anticipated event estimated to have minimal impact on operations for 12 to 72 hours that might require assistance beyond what is normally available.	Impacted department alerts appropriate personnel. Members of the COOP Team are notified and placed on stand-by. Limited COOP plan implementation depending on individual department

Level of Emergency	Category	Impact on Institution	Decisions
			requirements.
III	Partial Implementation	An actual event estimated to disrupt the operations of one or more essential functions or impact vital systems for more than three days.	Impacted department alerts senior leadership. COOP Team members alerted and instructed on the full or partial implementation of the COOP plan. Implementation of the COOP plan approved by the senior leadership. Might require the mobilization of all resources. Might also require the activation of orders of succession. Might require the movement of some personnel to an alternate location for a period of more than three days but less than 14 days. Event requires command and control resources be applied to the issue.
IV	Full Implementation	An actual event that significantly disrupts the operations of three or more essential functions or to the full department that impacts multiple vital systems for more than seven days.	Impacted department alerts senior leadership. COOP Team members alerted and instructed on the full or partial implementation of the COOP plan. Might require activation of

Level of Emergency	Category	Impact on Institution	Decisions
			orders of succession. Might require the movement of significant number of personnel to an alternate facility location for a period of more than 14 days. Event requires command and control resources be applied to the issue and might require the complete mobilization of all resources.

COOP PLAN IMPLEMENTATION

In the event of activation or partial activation of the COOP plan, designated teams have been established by Longwood to manage and perform essential functions. To staff these teams, Longwood has identified key positions to provide management and technical functions necessary to establish essential functions within 12 hours after the emergency event. In addition, supporting personnel have been identified to perform critical activities necessary to sustain essential functions for a period of up to 30 days. The university's EOP identifies key personnel which are required to report to work depending on their classification and the type of situation. The members of the Emergency Response Team (ERT) would provide support and consultation for any critical incident. Divisions (Academic Affairs, Administration & Finance, Advancement, President's Office, and Student Affairs and Facilities Management) have also developed potential emergency/incident protocols, levels of authority and decision-making, and responses for incidents that may be specifically related to their programs and services. For example, Residence Life has a response for a residence hall that may be damaged by fire. Their plan includes notification of students, university personnel, parents, and media. It also includes pre-arranged options for relocating students and coordinating services for students such as counseling, retrieving/replacing personal items, coordinating with professors regarding academic work and assisting with transition issues.

Alert and Notification Process

If the situation allows for warning, staff will be alerted prior to activation of the COOP Plan. Procedures must include notification to those individuals designated in the lines of succession in each plan

Information and guidance for unit personnel will normally be transmitted by telephone using the Rapid Recall Call List located at the Public Safety Facility dispatch office. Depending on the situation, current information may also be available via:

- Alert Siren System
- Telephonically
- Electronic mail (email) for those employees working at the time of the event;
- Text messages;

Once the Executive Team is activated it will direct the activation of the COOP Plan through the EOC.

Notification Procedures

The University has addressed alert and notification in several ways and is planning future improvements. Current processes are: via which can be accessed 24 hours a day by calling; the “Campus Public Safety x2091 emergency line” and email distribution lists. Planned future processes which are: establishing reverse-911 capability in coordination with the Town of Farmville, and procurement of Roam Secure text messaging system. The entire University population of student and staff will be addressed by these efforts. Individual units may also use internal call lists or call trees for notifying employees.

Execution/Warning Conditions

Execution of relocation operations for the Longwood units should occur as follows. Actions are described by conditions according to circumstances.

With Warning: Under some circumstances, a warning will occur at least a few hours before an event. This would allow full execution of this COOP Plan with a complete and orderly alert, notification and deployment of key personnel.

Without Warning: The ability to execute this COOP Plan following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel who are available,

Non-business Hours: Even if the building(s) housing a unit is rendered inoperable, key personnel will be alerted and deployed to a designated alternate location.

Business Hours: This COOP Plan will be activated, and available key personnel will be deployed to a designated alternate location.

Execution with Warning, University and Non-University Hours

Upon receipt of notification to relocate operations from the division head or designated representative, notification of key personnel will commence using the Internal Call List - primarily via telephone. Notification may also be through any of the processes described in section above, or in combination. Key personnel will then begin preparations for the emergency relocation. The division head also notifies the point of contact of the designated alternate location to initiate preparations for relocation operations.

Upon receipt of alert notification:

Key personnel assemble supporting elements required for re-establishing and performing current essential functions, such as vital records, software and hardware, and other documents and equipment.

Key personnel also assemble the remaining documents required for performance of all other essential functions to be conducted at the alternate location.

Professional and personal items to be used at the alternate location should also be staged by key personnel in "Drive-Away Kits".

Personnel with roles in performing essential functions will immediately transfer to the alternate 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.

All other personnel remain at work and continue appropriate actions or travel home to await further instructions, depending on circumstances.

All personnel are responsible for providing their own transportation to the alternate location.

Execution without Warning, Business Hours

If a facility becomes unusable during University hours relocation actions will depend on the extent of damage to the building. If the building is uninhabitable (e.g., because of contaminated water or a chemical spill), but the facility, equipment, records, and personnel are undamaged, the division responsible notifies the selected key personnel to report to the appropriate alternate location and resume essential functions. Key personnel back-up automated equipment and databases and prepare communications, other equipment and important records for relocation. Essential functions continue from the alternate location until offices can be reoccupied.

Execution without Warning, Non-Business Hours

Upon the decision, during non-university hours, that a building housing an essential function is not usable, the responsible division or designee notifies the division COOP Coordinator. That individual then initiates the telephone notification for all personnel. The units have identified key personnel as those who have responsibility to carry out essential functions.

ESSENTIAL FUNCTIONS

The mission of the University is teaching, research and public service. While teaching, research, and public service are the University's core mission, in an emergency situation these functions will be reduced or temporarily suspended. The COOP is based on the principle that the critical mission of the institution is altered during emergency incidents to include the preservation of life safety, health, the protection of property, the protection of research, and the return to normal or near normal operations as quickly as is feasible. The goal in the protection of research is to ensure to the greatest extent possible that nothing is lost while the activities associated with the research are suspended. It is understood that maintaining or quickly restoring communication is central to these emergency functions.

The major circumstances that determine the degree that the general functions of the University are curtailed or suspended are:

- Loss of life, minimize property damage and losses;
- Loss of use of facilities;
- Loss of workforce ability to continue operations
- Loss or inaccessibility of information technology systems, and to ensure we
 - Maintain/preserve the rule of law;
 - Continue the University's essential functions and operations;
 - Reduce or mitigate disruptions to operations;
 - Identify alternate facilities and designate principals and support staff to relocate;
 - Protect essential facilities, equipment, records, and other assets;
 - Recover and resume normal operations; and,
 - Maintain COOP readiness through a testing, training, and exercise program.

In addition, a COOP plan should emphasize the importance of coordinating with other jurisdictions for loss of ability to provide for the health and safety needs of the university;

When confronted with events which disrupt the normal operations, the University will provide those essential functions which must be continued even under the most challenging emergency circumstances. The university has identified as essential functions only those most critical activities which: ensure the safety and security of university employees, students, emergency responders and the general public; support the maintenance and/or restoral of internal operations; and facilitate emergency response operations.

Essential functions are organized by area of responsibility. After addressing life and health safety concerns, the most critical system is the university's internal and external communications systems.

The University has identified critical processes, services, systems, and equipment necessary to support each essential function, as well as key personnel required. The prioritized listing of essential functions, and critical processes or services, personnel, records, equipment and resources, and systems supporting each essential function was determined through meetings of the COOP committee and through the dissemination and examination of the division's Continuity of Operations departmental annexes.

Using the criteria established by the COOP Team; the institution has identified essential functions and personnel who have roles in performing those functions to meet its responsibilities to faculty, staff and students.

The institution also has prioritized its functions by determining the essential functions' recovery time objective (RTO). A listing of the institution's prioritized essential functions and their RTOs,

along with all supporting resources including essential personnel and vital records, system and equipment required to execute them is shown in below. Information on individual department's critical functions and the RTO of the functions are captured in the department annexes, see appendices.

When confronted by events which disrupt the normal operations of a particular facility at Longwood University the responsible division will provide those essential functions which must be continued even under the most challenging emergency circumstances. The University has identified as essential functions only those most critical activities which: ensure the safety and security of University employees, students, emergency responders and the general public; support the restoration of internal operations; and facilitate emergency response operations.

SCENARIO 1: LOSS OF ACCESS TO A FACILITY

Assumptions:

The institution is vulnerable to a full range of hazards (man-made, natural and technological disasters). An assessment was conducted by Beck Disaster Recovery, Inc and a Business Impact Analysis (BIA) was conducted and the essential functions were established. This assessment allowed the University to provide prioritization of campus facilities based on the facilities importance in carrying out both the primary and critical missions. The initial benefit of this assessment is the identification of mission critical services that are provided by the facility. This also provided;

- The University to have an understanding and awareness of the full range of vulnerabilities and the potential impact of an incident on a facility.
- The development of the department annexes was the first step in increasing the awareness of continuity planning and department specific responsibilities regarding the emergency mission.
- A component of the divisions' specific annex centered on the documentation of needed agreements, MOU, and contracts with outside vendors and agencies. Further development will focus on those agreements and contracts to formalize those resources required in carrying out the emergency mission of the University.
- Leadership and employees will continue to recognize their responsibilities to public safety and exercise their authority to implement this plan in a timely manner when confronted with disasters.
- If properly implemented, this COOP plan will reduce or prevent disaster-related losses.

COOP Alert and Notification

The Director of Emergency Management and the Director of the Crisis Management Team (CMT) shall review the emergency site and place the COOP into operation. Through this process the following has been developed. The COOP Coordinator for the University has been identified. Public Safety, the Incident Commander(IC) or the EHS&EM Office notifies the EOC of activation and provides initial directions. The following is the communications methods Longwood University will be using to make notifications to faculty, staff, students and media.

- The IC notifies the University Public Information Officer (PIO) of activation and coordinates any necessary press release or public messages.
- Per division COOP designated department personnel notifies all relevant personnel, vendors, contractors, and suppliers of COOP plan activation and provides direction on activities that will need to be altered, suspended, or enhanced as a result.
- As appropriate and necessary, the COOP Coordinator notifies the primary point of contact for surrounding institutions and jurisdictions of the COOP plan activation, any potential consequences and planned alternate actions that might be required until normal operations can be restored.
- The University has a variety of methods it can utilize to alert members of the community.
- For those events that provide a warning, such as a hurricane the campus text messaging, sirens, e-mail and website will be used as the primary mode of communication.
- In situations where the timeliness of the communications is critical the University will use the text messaging and campus siren and loud speakers for emergency alert
- When there is an extreme need for notification, such as the case with a tornado the police department has the ability to sound the siren independent of the other notification systems.
- Using the Connect-ED system targeted information can be distributed to defined groups.

The Longwood University EHS&EM, Longwood Nursing Program and Prince Edward County is currently working to develop, train and implement a Campus Emergency Response Team (CERT).

COOP Plan Implementation

Implementation of the plan is based on three phases of operation: activation and relocation; alternate facility operations; and reconstitution.

Phase I – Activation and Relocation

This COOP plan provides for the protection, accessibility, and recovery of the University's vital records, systems, and equipment. These are records that if lost, irretrievable, or damaged would materially impair the University's long-term ability to conduct its education and business operations. Longwood University has also identified vital records and databases that must be available to support the performance of essential functions as well as vendors and contractors available to support the restoration of vital records, systems, and/or processes. Once notified that the COOP plan is implemented, the designated division staff person notifies essential personnel for affected essential functions.

The Director for EHS&EM, in conjunction with the Chief of Police and Public Information Officer initiates' activities to support the actions being taken by the institution, including alert, notification, and guidance to support personnel. Within three hours, activated personnel assemble at the alternate facility location. Department leaders confirm the safe evacuation of faculty, staff, and students from the facilities, if applicable.

Communications systems must provide a means to contact internal organizations, external agencies, critical customers, and the public. To ensure communications during COOP events, the

University has identified primary and alternate modes of communication and established redundant methods. The University radio system is fully interoperable to local and region police, fire, and EMS and operates on an 800 MHz system that has full National Public Safety Planning Advisory Committee (NPSPAC) ability.

Accountability of personnel is provided by the Area Coordinators and their Supervisors and makes contact with staff under their span of control via use of staff contact list.

Designated personnel at the department level are responsible for keeping personnel contact lists current and maintaining the lists in hard-copy off-site.

Phase II – Alternate Facility Operations

The COOP Plan provides for a chain of command through the Incident Command structure using the National Incident Management System (NIMS) documentation and is outlined within the perspective division appendices.

Personnel understand chain of command and orders of succession as established in the departmental annexes. Delegations of authority have been clearly identified in this plan and the departmental annexes. Faculty and staff accountability procedures are in place as described by the department annexes. Activated essential personnel continue essential operations. Director of the Emergency Management Team in conjunction of the Incident Commander provides additional guidance as required by the situation to non-designated employees through all operable means. COOP Team initiates efforts to return to normal operations

Phase III – Reconstitution

Basic planning for reconstitution will take place concurrently with COOP planning. Event specific reconstitution planning will begin as soon as the COOP plan is implemented. The Operations Section lead under the IC Command (NIMS,) takes the lead in reconstitution planning and execution. Once the institution's President or designee declares the event or disruption has passed and is unlikely to resume, reconstitution operations can begin. The following operations will operate until completed through the IC Command Post.

- Essential personnel will continue to provide essential services.
- President or designee informs faculty and staff that the threat of, or actual emergency, no longer exists, and provides instructions for resumption of normal operations.
- Announcement is disseminated via established notification procedures.
- Reconstitution is undertaken as established in the department annexes.
- Institution reports the status of reconstitution to faculty, staff, students and other key Contacts (local jurisdictions, vendors, partners), as applicable.

Reconstitution Process

The University is developing general guidance and policy on; returning to a normal operating status at the affected facility.

Facilities Management (structural engineers) will determine the structure and condition of the facility(ies) and will designate it (them) as safe to occupy when appropriate. No building will be declared habitable nor can functions returned until University officials are assured the services be restored without reasonable fear of a re-evacuation.

Reconstitution Procedures

The University will establish specific actions to ensure a timely and efficient return of communications, direction and control, and transfer of vital records and databases to the primary facility.

After-Action Review and Remedial Action Plans

The University will establish a task force to assess all phases and elements of an activated COOP and prepare recommendations for improvement. The University will conduct a review of its COOP operations and the effectiveness of its plans and procedures within 48 hours after an event and make the appropriate corrective actions as necessary. Where changes occur operations will provide and include in the next exercise.

SCENARIO 2: LOSS OF SERVICES DUE TO A REDUCTION OF WORKFORCE

Assumptions

The institution is vulnerable to the full range of hazards (man-made, natural and technological disasters). A thorough threat assessment of the University has been conducted by the Virginia State Police and Longwood Police Department along with the Threat Assessment Team is currently underway. From this assessment the following was determined.

Leadership and employees will be cross trained;

- If properly implemented, this COOP plan will reduce or prevent disaster-related losses;
- A reduction in workforce might occur during or after operating hours; and
- The institution has implemented reduction in workforce policies and procedures, such as cross training and alternate work arrangements.
- The University has established orders of succession at least 2 people deep.

COOP Alert and Notification

President or designee determines need and activates the COOP plan through the COOP Team Coordinator, Public Safety and Public Information Officer.

Coop Team Coordinator notifies Incident Commander which manages activation of Command structure who and provides initial direction and control.

Personnel at the department level or designee notifies all current active vendors, contractors and suppliers of COOP plan activation and provides direction on activities that will need to be altered, suspended or enhanced as a result.

COOP Plan Implementation

Implementation of the plan is based on three phases of operation: activation and relocation; alternate facility operations; and reconstitution.

Phase I – Activation and Relocation

Relocation is a department level function that has been documented in the departmental annex.

- Once notified that the COOP is implemented, department level personnel notify essential personnel and back-up staff for affected essential functions to be activated from the recall list.
- Activated staff is informed of their roles and responsibilities and are directed to report to alternate facility locations, if applicable.
- The Chair of the Emergency Operations Team, in conjunction with the Public Information Officer initiates activities to support the actions being taken by the institution, including alert, notification and guidance to supportive personnel including the public.

Phase II – Alternate Facility Operations

Activated personnel continue essential operations as established within the plan and the department annex.

- The Emergency Operations Team provides additional guidance as required by the situation to non-designated faculty and staff via any available means
- COOP Team initiates efforts to return to normal operations.
- Conduct after action responsibilities and provide the COOP Coordinator the results.

Phase III – Reconstitution

Essential personnel continue to provide essential services. President informs faculty and staff that the threat of, or actual event, no longer exists, and provides instructions for resumption of normal operational hours. Announcement is disseminated via established notification procedures through the Incident Command and the COOP Coordinator.

Institution reports the status of reconstitution to faculty, staff, students and other key contacts (local jurisdictions, vendors, partners), as applicable.

Reconstitution Procedures.

The University will establish specific actions to ensure a timely and efficient return of communications, direction and control, and transfer of vital records and databases to the primary facilities, and provide;

After-Action Review and Remedial Action Plans.

Establish a task force to assess all phases and elements of an activated COOP and prepare recommendations for improvement. Institution conducts a “hot wash” or review of its COOP operations and the effectiveness of its plans and procedures as soon as possible. Institution reports the status of reconstitution to faculty, staff, students and other key contacts (local jurisdictions, vendors, partners), as applicable.

SCENARIO 3: LOSS OF SERVICES DUE TO EQUIPMENT OR SYSTEM FAILURE

Assumptions

The University has identified interim processes if equipment or systems are unavailable. These interim processes are described in the department annexes. Mutual aid and vendor agreements been established and detailed in the department annexes.

COOP Alert and Notification

Responsibility for notification of primary and secondary vendors is department level responsibility. The COOP Team Coordinator notifies the Public Information Officer of activation who coordinates any necessary press release or public messages

COOP Plan Implementation

Implementation of the COOP plan is based on three phases of operation: activation and relocation; alternate facility operations; and reconstitution.

Phase I – Activation and Relocation

Once notified that the COOP plan is implemented, staff at the departmental level notifies essential personnel for affected essential functions to be activated. Activated staff is informed of their roles and responsibilities and are directed to report to alternate facility locations or another site where system access is available. Within twelve hours, activated personnel assemble at the alternate facility.

Phase II – Alternate Facility Operations

Employee accountability and tracking at their alternative location is handled at the department level as established in the department annex. Departments will support extended telecommuting operations as detailed in the departmental annex. Activated essential personnel continue essential operations. COOP Team initiates efforts to return to normal operations (reconstitution).

Phase III – Reconstitution

President or designee informs personnel that the threat of, or actual event, no longer exists and provides instructions for resumption of normal operational hours and staffing. Announcement is disseminated via established notification procedures. The institution reports the status of reconstitution to the faculty, staff, students and other key contacts (local jurisdictions, vendors, partners), as applicable.

Longwood University participates in the full spectrum of readiness and preparedness activities to ensure the university can continue to perform MEFs in an all-hazard risk environment. This is accomplished through various means, including the use of professional go-kits by key personnel (outlined below), regular training and exercises of the Continuity Plan, the development of human capital management policies that support university staff, and monitoring of government intelligence reports or notices by executive leadership.

Professional Go-kits

Longwood University's key personnel and executive leadership have the responsibility to create and maintain go-kits. Go-kits should include standard operating procedures, emergency plans, operating orders or regulations, and other relevant guidance. Other documents and materials that might be included in a go-kit include:

- Continuity Plan
- Current contact list of key personnel, external partners and vendors
- General office supplies
- Cellular telephone, Blackberry, or other electronic communication devices and chargers
- Manual work-around procedures for performing MEFs
- Compact discs or thumb drives
- Current equipment report
- Current essential records, files, and databases and their location(s)
- Directions to the alternate facility and a current floor plan
- Alternate facility contacts and/or keys

Human Capital Management

Longwood University key personnel should cross-train back-up personnel capable of performing MEFs. Frequency of cross-training shall be at the discretion of the Division or Section Manager, but should occur as often as necessary to ensure proficiency of MEF performance. All cross-training should be documented.

Teleworking is recognized as an alternative method to perform some agency MEFs during a continuity event. Therefore, key personnel may be authorized to telework during activation of the Continuity Plan at the discretion of the department or division manager. Regulations outlined in the agency telework policy shall be adhered to at all times.

During activation of the Continuity Plan, the Longwood University Human Resource Department and the Administration and Finance Office will account for all personnel. Additionally, the Human

Resource Department will provide human capital guidance to university personnel (pay, leave, staffing, work expectations and other human resources policies) and assist the Continuity Coordinator with other staffing related matters.

University personnel should plan in advance what to do in an emergency and should develop a family support plan to increase personal and family preparedness. To develop a family support plan, use the templates available at <http://www.vaemergency.com/ReadyVirginia>.

The following matrices are intended to serve as a guide to implementing the plan. It is important to note that while an effort has been made to outline implementation levels and notification guidelines in these matrices, **they are a guide only** and do not limit the ability of executive leadership to make decisions and take necessary actions in the event of an emergency.

Executive leadership will stay informed of the threat environment using all available means, including government intelligence reports or notices, national/local reporting channels, and media outlets. Activation decisions by executive leadership will be made after evaluating all available information relating to:

- Direction and guidance from higher authorities
- National Terrorism Advisory System (NTAS) alerts, instructions, and guidance or similar communication from state or local authorities, including local emergency management agencies.
- National Weather Service Alerts
- The health and safety of personnel
- The ability to execute MEFs
- Intelligence reports
- The potential or actual effects on communication systems, information systems, office facilities, and other essential equipment
- The expected duration of the emergency situation

Table 5
Activation Decision Matrix

Level of Emergency	Category	Potential Event	Impact on the Ability to Perform MEFs	Decisions
I	Alert	An event with notice, such as a severe weather forecast to impact area; scheduled software upgrades to	An actual or anticipated event that might have an adverse impact on any portion of the	No Continuity Plan implementation required.

Level of Emergency	Category	Potential Event	Impact on the Ability to Perform MEFs	Decisions
		essential systems or essential equipment maintenance/upgrades.	university, staff, or equipment/systems for a period of time that exceeds recovery time objectives, but does not require any specific response beyond what is normally available.	
II	Stand-by	Coastal storm approaching the coastline where agency facilities are located; system or equipment failure expected to last less than 24 hours; possible public health emergency reported with minimal impact to staff.	An actual or anticipated event estimated to have minimal impact on operations that might require minimal assistance beyond what is normally available.	Limited Continuity Plan implementation depending on individual department requirements.
III	Partial Implementation	Small fire localized to one wing or floor of the building; system or equipment failure expected to last more than one day; public health emergency declared with moderate impact to staff.	An actual event estimated to disrupt the operations of MEFs for more than the established recovery time objectives or 24 hours.	Partial Implementation of the Continuity Plan.
IV	Full Implementation	Steam Tunnel explosion has caused extensive structural damage to the facility; system or equipment failure expected to last for an extended period of time; public health	An actual event that significantly disrupts the operations of multiple MEFs for a period of time exceeding the MEF recovery time objectives.	Full implementation of the Continuity Plan approved by the executive leadership.

Level of Emergency	Category	Potential Event	Impact on the Ability to Perform MEFs	Decisions
		emergency declared with significant staff impact.		

**Table 6
Activation Notification Matrix**

Level of Emergency	Category	Executive Leadership Notifications	Continuity Coordinator Notifications
I	Alert	<p>Impacted department alerts executive leadership of situation and requests assistance as applicable.</p> <p>Executive leadership notifies:</p> <ul style="list-style-type: none"> – Agency headquarters of the alert, if a subordinate agency, and – Continuity Coordinator. 	<p>The Continuity Coordinator notifies:</p> <ul style="list-style-type: none"> – Key personnel of the alert and that they are to ensure go-kits, emergency contact information, and manual workaround procedures are up to date, and/or ensure the availability and functionality of telework resources.
II	Stand-by	<p>Impacted department alerts executive leadership of situation and requests assistance as applicable.</p> <p>Executive leadership notifies:</p> <ul style="list-style-type: none"> – Agency headquarters of the status, if a subordinate agency, and – Continuity Coordinator 	<p>The Continuity Coordinator notifies:</p> <ul style="list-style-type: none"> – Key personnel that they are being placed on stand-by and that they are to ensure go-kits, emergency contact information, and manual workaround procedures are up to date, and/or ensure the availability and functionality of telework resources.
III	Partial Implementation	<p>Impacted department alerts executive leadership of situation and requests assistance as applicable.</p>	<p>The Continuity Coordinator notifies:</p> <ul style="list-style-type: none"> – Key personnel and provides partial implementation

Level of Emergency	Category	Executive Leadership Notifications	Continuity Coordinator Notifications
		Executive leadership notifies: <ul style="list-style-type: none"> – Agency headquarters of the partial implementation, if a subordinate agency, and – Continuity Coordinator. 	instructions.
IV	Full Implementation	<ul style="list-style-type: none"> • Impacted department alerts executive leadership. • Executive leadership notifies: <ul style="list-style-type: none"> – Agency headquarters of the full implementation, if a subordinate agency, and – Continuity Coordinator. – Subordinate or interdependent agencies. 	<ul style="list-style-type: none"> • The Continuity Coordinator notifies: <ul style="list-style-type: none"> – Key personnel and provides instructions. – Human Resources (to provide guidance to agency personnel) – Public Affairs – Facility Management – Security Manager – Others as appropriate.

In addition to the notifications outlined in the matrices, the following notifications may need to be made by the Continuity Coordinator or designee(s) within 12 hours of activation:

- Notifying all current active vendors, contractors, and suppliers of the plan activation and providing direction on activities that will need to be initiated, altered, or suspended as a result.
- As appropriate and necessary, notifying the primary point of contact for surrounding organizations, jurisdictions, and interdependent agencies of the plan activation and any potential consequences and planned alternate actions that might be required until normal operations can be restored.
- Once the situation has been fully assessed, notifying agency personnel, contractors, suppliers, vendors, and interdependent agencies of the expected duration of the event.

Phase 4- Reconstitution

The assigned Reconstitution Manager is responsible for initiating and coordinating operations to salvage, restore, and recover Longwood University's primary operating facility, overseeing the repair or restoration of systems or equipment, and/or supervising the return to work of personnel. It should be noted that in certain circumstances, reconstitution to the primary operating facility may require approval from local, State, or Federal law enforcement or emergency service agencies.

During continuity operations, the Reconstitution Manager or designee must obtain the status of the facilities, systems, or workforce affected by the event. Upon obtaining the status of the facility, systems, or workforce, the Reconstitution Manager will determine how much time is needed to repair the affected facility or systems, acquire a new facility or systems, or achieve workforce recovery. These determinations may be made in conjunction with the Office of the President, Risk Management, Virginia Department of General Services, IITS and Department of Human Resources.

Reconstitution procedures will commence when the EOC or the Emergency Director notifies the CMT that the emergency situation or disruption has ended and is unlikely to reoccur. Once the appropriate authority has made this determination, in coordination with other applicable requirements one or more of the following options may be implemented, depending on the situation:

- Each department or subcomponent will designate a reconstitution point-of-contact to work with the Reconstitution Manager and to update personnel on developments regarding reconstitution.
- If the disruption was caused by a facility related event, the Reconstitution Manager may conduct security and safety assessments to determine building suitability.
- The Reconstitution Manager coordinates with the IITS AVP, or other appropriate staff and/or contractors to verify that systems, communication, and other required capabilities are available and operational and that the university is fully capable of accomplishing all MEFs and operations at the new or restored facility, with the new or restored systems, or with a new or restored workforce. The following implementations should be activated.
- Key personnel continue to perform MEFs until notification of reconstitution implementation.

- Executive leadership notifies agency personnel that the threat of, or actual emergency, no longer exists and provides instructions for resumption of normal operations. Announcement is disseminated via established notification procedures.
- Continuity Coordinator or designee communicates the reconstitution schedule to personnel, contractors, agency partners and other key contacts (local jurisdictions, vendors, etc.), as applicable.
- The action plan for reconstitution is implemented and MEFs resume under normal operating conditions.
- The Continuity Coordinator conducts a “hot wash” or review of its continuity operations and the effectiveness of its plans and procedures with executive leadership and key personnel. This information is used to complete an After Action Report within sixty (60) days of the
- Upon verification that the required capabilities are available and operational, and that the university is fully capable of accomplishing all MEFs, the Reconstitution Manager or designee will begin supervising a return of personnel, equipment, and documents to normal operations whether at the primary or a permanent alternate facility location. The phase-down and return of personnel, functions, and equipment will follow the priority-based plan and schedule outlined by the Reconstitution Manager. Transition and/or recovery of essential records, databases, or equipment, as well as other records not designated as essential will occur in a manner consistent with university’s disaster recovery plans through IITS.

MISSION ESSENTIAL FUNCTIONS (MEFs)

The Longwood University has identified mission essential functions (MEFs) and the Recovery Time Objective (RTO) required for each function. The MEFs listed in the table below are prioritized by RTO to assist the agency and staff in knowing which functions must be recovered first. More information on the business processes identified for each MEF can be found in Appendix D, Business Process Analysis.

The mission of the University is teaching, research and public service. While teaching, research, and public service are the University's core mission, in an emergency situation these functions will be reduced or temporarily suspended. The COOP is based on the principle that the critical mission of the institution is altered during emergency incidents to include the preservation of life and health and life safety, the protection of property, the protection of research, and the return to normal or near normal operations as quickly as is feasible. The goal in the protection of research is to ensure to the greatest extent possible that nothing is lost while the activities associated with the research are suspended. It is understood that maintaining or quickly restoring communication is central to these emergency functions. The circumstances that determine the degree that the general functions of the University's are curtailed or suspended are as follows:

- loss of ability to provide for the health and safety needs of the campus community;
- loss of use of facilities;
- loss of telecommunications;
- loss or inaccessibility of information technology systems

When confronted with events which disrupt the normal operations the University will provide those essential functions which must be continued even under the most challenging emergency circumstances. The University has identified essential functions only those most critical activities which: ensure the safety and security of University employees, students, emergency responders and the general public; support the maintenance and/or restoral of internal operations; and facilitate emergency response operations.

Essential functions are organized by area of responsibility. After addressing life and health safety concerns, the most critical system is the University internal and external communications systems. The University has identified critical processes, services, systems, and equipment necessary to support each essential function, as well as key personnel required. The prioritized listing of essential functions, and critical processes or services, personnel, records, equipment and resources, and systems supporting each essential function was determined through meetings of the COOP committee and through the dissemination and examination of Longwood University's Continuity of Operations departmental annexes.

Using the criteria established by the COOP Team; the institution has identified essential functions and personnel who have roles in performing those functions to meet its responsibilities to faculty, staff and students.

The institution also has prioritized its functions by determining the essential functions' recovery time objective (RTO). A listing of the institution's prioritized essential functions and their RTOs, along with all supporting resources including essential personnel and vital records, system and equipment required to execute them is shown below. Information on individual department's critical functions and the RTO of the functions are captured in the department annexes

Table 2
Essential Functions/ Recovery time Objectives

Essential Function	Essential Personnel	Vendors and	Vital Records	Equipment	Systems	Recovery Time
Electrical		Dominion Power		Transformers	Power grid	24 hours
Information Technology Communication Services			Databases	Web Servers, PDX, Net Gear,	E-mail, network, phone, Web	24 hours
Information Technology Applications				Servers, databases	Banner, Network	48 hours
Water					County Distribution System	4 hours
Radio System			Radio Programming	Console, Base, portable	T-1 Line Microwave	2 hours
Patrol				Patrol Cars Radio	NCIC/VCIN	1-hours
Access Control			D-base	Readers, strikes	Program software,	24 hours
Power Plant				Steam Generators,		24 hours

When confronted by events which disrupt the normal operations of Longwood University will provide those essential functions which must be continued even under the most challenging emergency circumstances. The University has identified as essential functions only those most critical activities which: ensure the safety and security of university employees, students, emergency responders and the general public; support the restoration of internal operations; and facilitate emergency response operations.\

**Table 3
Mission Essential Functions (MEFs)**

Mission Essential Function	Description	RTO
Coordinate and/or administer emergency response and disaster preparedness programs	Protect the lives and property of Virginia citizens from emergencies and disasters by coordinating and/or administrating emergency response and preparedness efforts.	< 1 hours
Protect the life and safety of students, employees, faculty, staff, and visitors while on campus	Provide a safe and secure environment on campus by maintaining on site law enforcement and security services.	< 1hours
Provide processes that meets the intention of the university's mission	Provide education that meets Virginia Department of Education and regulatory requirements.	24hrs

PROGRAM MANAGEMENT AND MAINTENANCE

Longwood University Executive Leadership and the Continuity Coordinator are responsible for managing and maintaining the Continuity Plan. While the Continuity Plan serves as the guide during activation and recovery, the Continuity Program provides the framework and structure to guide continuity planning.

Table 8
Program Management and Maintenance Responsibilities

Position	Responsibility
Emergency Director	<ul style="list-style-type: none"> • Designate and authorize a Continuity Coordinator to manage the agency Continuity Program. • Designate a Reconstitution Manager to oversee and coordinate reconstitution efforts. • Coordinate the efforts and activities of the Continuity Coordinator and Reconstitution Manager. • Ensure that orders of succession and delegations of authority are kept up to date • Promulgate the Continuity Plan • Ensure all agency components participate in continuity exercises
Continuity Coordinator	<ul style="list-style-type: none"> • Coordinate the development and documentation of all activities required for the agency to perform its MEFs during an event or other situation that disrupts normal operations. • Create a planning schedule and milestones for developing or updating continuity capabilities and obtaining plan approval. • Ensure that the agency Continuity Plan conforms to the most recent Virginia Department of Emergency Management template as required under Executive Order #41 (2011). • Coordinate and/or administer continuity awareness training for all agency employees and applicable contractors responsible for supporting activation of the Continuity Plan. • Maintain and update the Continuity Plan as outlined in Table 9 – Continuity Plan Maintenance Schedule. • Coordinate an annual continuity exercise and complete an After

Position	Responsibility
	Action Report (AAR). <ul style="list-style-type: none"> • Correct deficiencies noted in the AAR and modify the Continuity Plan, if appropriate.
Reconstitution Manager	<ul style="list-style-type: none"> • Initiate, coordinate, and oversee operations to salvage, restore, and recover the agency’s primary operating facility, systems or equipment, or workforce. • Establish an action plan for reconstitution and notify the Continuity Coordinator of the plan.
Key Personnel	<ul style="list-style-type: none"> • Have an approved telework agreement, if applicable • Participate in continuity training and exercises as directed • Be aware of their role and capable of performing their responsibilities in the event of plan activation. • Update contact information with the Continuity Coordinator for inclusion in the Continuity Plan as appropriate.
Employees and Contractors	<ul style="list-style-type: none"> • Know and understand their roles in a continuity environment. • Understand the communication protocols to be used during a continuity event.

The Continuity Coordinator or their designee is responsible for continuity plan maintenance. The Coordinator is the lead in ensuring that the COOP plan is updated and maintained in accordance with established schedules. Whenever the plan is updated, it should be reissued with the update recorded on the COOP Plan Record of Changes.

The following lists identify responsibilities of essential personnel and leadership required for development and maintenance of the University COOP plan.

Each Vice President of the specific division is responsible for:

- Leading and ensuring overall support and execution of COOP program;
- Reviewing and approving changes in the plan

The COOP Coordinator is responsible for:

- Ensuring that the plan is maintained and revised, according to the schedule developed by the COOP Team;
- Coordinating the COOP training, testing and exercise program;
- Documenting testing and exercises.

- Providing reports and evaluations of the test or exercise to the COOP Team for evaluation by the Team.

The COOP Team is responsible for:

- Creating a planning schedule and milestones for developing COOP capabilities and obtaining plan approval;
- Reviewing testing and exercises

The institution's faculty and staff are responsible for:

- Reviewing and understanding responsibilities related to COOP support functions and performance of essential functions at an alternate location;
 - Active involvement in tests and exercises

Whenever the plan is updated, it should be reissued with the update recorded on the COOP Plan Record Form, see page 6. Table 7 below provides a list of standard activities needed to maintain basic and departmental COOP plans and the frequency of their occurrence.

**Table 9
Continuity Plan Maintenance Schedule**

Activity	Tasks	Frequency
Plan update and certification	Review entire plan for accuracy. Incorporate lessons learned and changes in policy and philosophy. Manage distribution.	Annually
Maintain orders of succession and delegations of authority	Identify current incumbents. Update rosters and contact information.	Semiannually
Update rostering all positions	Obtain names of current members and designated successors	As change dictates
Checklists	Update and revise checklist Ensure annual validation	As needed/annually
Maintain alternate location readiness	Check all systems. Verify accessibility. Cycle supplies and equipment, as necessary.	Monthly
Monitor and maintain vital records program	Monitor volume of materials. Update or remove files.	Ongoing

Revise COOP Plan Implementation Checklist and contact information for essential personnel	Update and revise COOP Plan Implementation Checklist. Confirm and update essential personnel information.	Annually
Train new staff/members	Conduct COOP plan awareness training for new faculty and staff.	Within 30 days of hire
Orient new senior leadership	Brief senior leadership on existence and concepts of the COOP Basic plan and each department COOP plan. Brief senior leadership on their responsibilities under the COOP Basic plan and each department COOP plan.	Within 30 days of appointment
Plan and conduct exercises	Conduct internal COOP plan exercises. Conduct joint exercises among college or university divisions or with surrounding local governments.	Quarterly, semiannually, annually, or as needed

TRAINING AND EXERCISES

To maintain Longwood University's continuity capability, an all-hazard continuity training and exercise program has been established. Major components of this program include training all staff in their continuity responsibilities and conducting periodic exercises to test and improve continuity plans and procedures, systems, and equipment.

Training

Longwood University is dedicated to maintaining a continuity capability and as such has developed the following training schedule:

Table 10
Continuity Plan Training Schedule

Individual or Group to Receive Training	Type of Training	Individual to Provide Training	Training Frequency
New Personnel	Continuity Awareness Briefing (or other means of orientation)	Human Resources and/or Continuity Coordinator	Within 60 days of hire
Executive Leadership and Key Personnel (Primary)	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur
Key Personnel (Alternates)	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur
	MEF Cross-training	Primary Key Personnel	At the agency's discretion
Pre-delegated Authorities and Successors	Orders of Succession and Delegation of Authority Awareness	Continuity Coordinator	When delegations or successors change
	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur

Individual or Group to Receive Training	Type of Training	Individual to Provide Training	Training Frequency
Applicable Contractors	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur
All University Personnel	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur

Exercises

Exercises are conducted to validate elements of the Continuity Plan, both individually and collectively. Longwood University is committed to ensuring that realistic exercises are conducted, during which individuals and departments perform the tasks that are expected of them in a real event. Exercises will be conducted annually in accordance with Executive Order #41 (2011).

Exercise or Activation Evaluation

This section defines the type of training new and existing faculty and staff, essential and supportive, will receive. Examples are listed below.

- Introduction to COOP planning (new faculty and staff)
- COOP Plan Activation and Relocation (essential faculty and staff)
- Cross training for essential functions (non-essential faculty and staff)
- National Incident Management System (responders and leadership); and
- Incident Command System (responders and leadership).

TESTING AND EXERCISES

Routine testing will be done as described in the department annexes. Formal Exercises will take place in three forms. The first will be done through department based scenarios that test the ability of the affected department(s) to provide services through simulated events. This may include the movement of a function to an alternative location or through the use of alternative methods to communicate and access data. The second test is to take real incidents that occur on campus and determine adherence to COOP strategies to the incident. The third method of testing and exercise is in the application of COOP strategies as required by a campus wide simulated event. In this scenario staff will play out the incident to the what-if stage and assess the viability of the identified COOP strategies on the systems that may be affected if the simulated event was an actual incident. A list of all testing will be forwarded to and compiled by the Incident

Commander.

EXERCISE EVALUATION

Results from the routine testing will be forward to the COOP Coordinator for discussion with the COOP team to determine the effectiveness of the testing to determine areas of strength and areas requiring improvement. It will be the responsibility of the COOP Coordinator to convene the COOP Team for a hot wash evaluation of an incident to determine the University/Division applications of COOP strategies to the event.

Each exercise activity, as well as actual events will be evaluated and a comprehensive debriefing, After Action Report (AAR), and Improvement Plan (IP) shall be completed. The evaluation will identify systemic weaknesses and suggest corrective actions that will enhance the agency’s preparedness. The results will be incorporated into a formal corrective action process which may include an improvement plan that provides input for annual continuity plan revisions. This information will be collected and prepared by the Continuity Coordinator, and reviewed and approved by the agency head. Once approved, the Continuity Coordinator will incorporate applicable lessons learned into the plan.

COOP Scenarios and Strategies

Type	Description	Example Cause Agents	Strategies
I	Facilities Damaged and Personnel Unavailable	<ul style="list-style-type: none"> • Fire • Explosion • Regional Disaster 	1. Telecommuting – Critical and non-critical Longwood staff work from home or remote location
II	Facilities Damaged	<ul style="list-style-type: none"> • Flood • Hurricane • Tornado 	2. Relocate Operations using duplicated and staged resources – Assemble COOP Team, IC and data sources from secondary sites if applicable.
III	Personal Unavailable	<ul style="list-style-type: none"> • Pandemic • Demonstrations • Student or personnel life safety (shooter – hostage) 	3. University process outsourcing – Make use of contractors, vendors, partners or peer agencies inside or outside to fulfill

			critical processes.
IV	Facilities Inaccessible to Personnel	<ul style="list-style-type: none"> • Chemical or toxic contamination • Impassable roads • Riot/Civil unrest 	Same as above

ACRONYMS AND DEFINITIONS

ACRONYMS

AAR	After Action Report
BIA	Business Impact Analysis
BPA	Business Process Analysis
CEMP	Crisis and Emergency Management Plan
COOP	Continuity of Operations
ECO	Emergency Coordination Officer
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
HSEEP	Homeland Security Exercise and Evaluation Program
IP	Improvement Plan
ITDRP	Information Technology Disaster Recovery Plan
MEF	Mission Essential Function
MOU	Memorandum of Understanding
NTAS	National Terrorism Advisory System
NWS	National Weather Service
PBF	Primary Business Function
RTO	Recovery Time Objective
SVAHS	Secretariat of Veterans' Affairs and Homeland Security

DEFINITIONS

Activation – When all or a portion of the COOP plan has been put into motion. Activation may be full or partial.

After Action Report (AAR) – A report that summarizes and analyzes performance in both exercises and actual events. The report includes lessons learned, best practices, and an Improvement Plan (IP). The reports for exercises may also evaluate achievement of the selected exercise objectives and demonstration of the overall capabilities being exercised.

Alternate Facility – A location, other than the normal facility, used to process data and/or conduct mission essential functions (MEFs) in the event of a disaster.

Business Impact Analysis (BIA) – A method of identifying the effects of failing to perform a function or requirement. A BIA may also help an organization identify some of its primary business functions.

Business Process Analysis (BPA) – A systematic method of identifying and documenting all of the elements necessary to accomplish each organizational MEF. The BPA ensures that the right people, equipment, capabilities, records, and supplies are identified and available where needed during a disruption so that MEFs can be resumed quickly and performed as required. The BPA is a method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, partnerships, controls, interdependencies, and facilities inherent in the execution of the MEF.

Crisis and Emergency Management Plan (CEMP) – A plan normally utilized by colleges and universities that uses a systematic approach to respond to and manage emergencies or disasters that threaten the college or university's students, faculty, staff, and visitors. A CEMP does not encompass continuity planning and should be separate and distinct from the college or university's continuity plan.

Cold Site – An alternate site that is reserved for emergency use, but which requires the installation of equipment before it can support operations. Equipment and resources must be installed in such a facility to duplicate the essential business functions of an organization. Cold sites have many variations depending on their communication facilities, UPS systems, or mobility.

Continuity Coordinator – The individual that serves as the agency's manager for all continuity activities. The Coordinator has overall responsibility for developing, coordinating and managing all activities required for the agency to perform its mission essential functions during an event that disrupts normal operations. Selecting a Continuity Coordinator is the first step in the continuity planning process.

Continuity of Operations (Continuity) – The effort to ensure an organization can continue its mission essential functions across a wide range of potential events.

Continuity Plan – A set of documented procedures developed to provide for the continuance of mission essential functions during an emergency.

Continuity Program – An ongoing, cyclical model of planning, training, evaluating, and implementing corrective action for continuity capabilities.

Delegations of Authority – Identification, by position, of statutory or signatory authorities for making policy determinations and decisions that will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

Emergency Coordination Officer (ECO) – The individual that serves as the communications liaison between the Secretariat of Veterans' Affairs (SVAHS), VDEM and their own agency pursuant to Executive Order #41 (2011).

Emergency Management Accreditation Program (EMAP) – An independent, non-profit organization with a standards-based voluntary assessment and peer review accreditation process for government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for natural and human-caused disasters. Accreditation is based on compliance with collaboratively developed national standards and is open to all US states, territories, and local governments.

Emergency Management Assistance Compact (EMAC) – Congressionally ratified organization that provides form and structure to interstate mutual aid. During a disaster, it allows a state to request and receive assistance from other member states.

Emergency Operations Plan (EOP) – The plan maintained by an agency or organization for responding to a wide variety of potential hazards. It describes how people and property will be protected, details who is responsible for carrying out specific actions, identifies available personnel, equipment, facilities, supplies, and resources, and outlines how all response actions will be coordinated. An agency or organization's EOP is separate and distinct from its continuity plan.

Emergency Preparedness – The discipline which ensures an organization or community's readiness to respond to an emergency or disaster in a coordinated, timely and effective manner.

Essential Records - Records, files, documents or databases, which, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense. For legal, regulatory or operational reasons these records cannot be irretrievably lost or damaged without materially impairing the organization's ability to conduct business.

Facility – A location containing the equipment, supplies, and voice and data communication lines to conduct transactions required to conduct business under normal conditions.

Faculty - The teaching and administrative staff and those members of the administration having academic rank in an educational institution.

Federal Emergency Management Agency (FEMA) – The federal agency tasked with supporting citizens and first responders to ensure that as a nation, the United States works together to build, sustain, and improve its capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Freedom of Information Act (FOIA) – A federal law, passed in 1966, that allows for the full or partial disclosure of previously unreleased information and documents under the control of government agencies.

Homeland Security Exercise and Evaluation Program (HSEEP) – A threat and performance-based exercise program developed by DHS that provides doctrine and policy for planning, conducting, and evaluating exercises. It was developed to enhance and assess terrorism prevention, response, and recovery capabilities at the federal, state and local levels.

Hot Site – An alternate facility that already has in place the computer, telecommunications, and environmental infrastructure to recover the mission essential functions disrupted by an emergency or disaster.

Hot Wash – A post-event meeting where executive leadership and key personnel discuss best practices of and potential improvements to the agency's overall preparedness.

Implementation Procedure Checklist – A list of the immediate actions to take once the continuity plan is implemented.

Improvement Plan (IP) – A list of action steps and resources required to correct a deficiency identified in an After Action Report, including the individual responsible for the actions and an estimated timeline for completion.

Information Technology Disaster Recovery Plan (ITDRP) – A set of documented procedures that identify the steps to restore an organizations' IT systems and resources that support its primary business functions.

Key Personnel – Personnel designated by their division as critical to the resumption of mission essential functions.

Memorandum of Understanding (MOU) – A document that expresses mutual accord between two parties. To be legally operative, a memorandum of understanding must identify the contracting parties, spell out the subject matter of the agreement and its objectives, summarize the essential terms of the agreement, and be signed by the contracting parties.

Mission Essential Functions (MEFs) – The limited set of department and agency level government functions that must be continued throughout or resumed rapidly after a disruption of normal activities.

National Terrorism Advisory System (NTAS) – The system that replaces the color-coded Homeland Security Advisory System and provides timely, detailed information to the public,

government agencies, first responders, airports and other transportation hubs, and the private sector. NTAS Alerts will only be issued when credible information is available. More information about NTAS may be found at <http://www.dhs.gov/files/publications/ntas-public-guide.shtm>.

National Weather Service (NWS) – A division of the National Oceanic and Atmospheric Administration (NOAA) that provides weather, hydrologic, and climate forecasts and warnings for the United States, its territories, and its adjacent waters and ocean areas, for the protection of life and property and the enhancement of the national economy.

Orders of Succession – A list that specifies by position who will automatically fill a position once it is vacated. Orders of succession should be performed for positions of both executive leadership and key personnel.

Primary Business Function (PBF) - Specific supporting activities that an organization must conduct in order to perform its mission essential functions. Primary business functions are typically enablers that make it possible for an organization to perform its mission.

Promulgation - The process that officially announces/declares a plan and gives organizations both the authority and responsibility to perform their tasks.

Reconstitution – The process by which agency personnel resume normal business operations.

Reconstitution Manager – The individual responsible for all reconstitution activities. During an event, the Reconstitution Manager develops a plan and schedule for resuming normal operations and supervises the return of key personnel, essential records, and/or equipment.

Record Retention – Storage of historical documentation for a set period of time usually mandated by state or federal law or by the Internal Revenue Service.

Recovery – Recovery, in this document, includes all types of emergency actions dedicated to the resumption of mission essential functions and operational stability.

Recovery Time Objective (RTO) – The period of time in which systems, applications or mission essential functions must be recovered after a disruption of normal operations.

Risk – An ongoing or impending concern that has a significant probability of adversely affecting business continuity.

Risk Assessment/Analysis – A process or methodology for evaluating risk by determining: the probability and frequency of a hazard occurring, the level of exposure of people and property to the hazard, and the effects or costs, both direct and indirect, of mitigating or accepting this exposure.

Risk Management – The discipline which ensures that an organization does not assume an unacceptable level of risk.

Secretariat of Veterans' Affairs and Homeland Security (SVAHS) – The Commonwealth of Virginia's cabinet-level office that serves the Commonwealth's veterans, military, and military

families, and oversees the Commonwealth's Homeland Security and all-hazards preparedness efforts.

Vulnerability – The susceptibility of an agency or organization to a hazard. The degree of vulnerability to a hazard depends upon its risk and consequences.

Warm Site – An alternate facility that is only partially equipped.

AUTHORITIES

COOP Authorities

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- *Getting Started: Building Support for Mitigation Planning*, FEMA 386-September 2002.
- *Understanding Your Risks, Identifying Hazards and Estimating Losses*, FEMA 386-2, August 2001.
- *Developing the Mitigation Plan: Identifying Mitigation Actions and Implementation Strategies*, FEMA, 386-3, April 2003.
- *Bringing the Plan to Life: Implementing the Hazard Mitigation Plan*, FEMA 386-4, August 2003.
- *Integrating Human-Caused Hazards into Mitigation Planning*, FEMA 386-7, September 2002.
- *Introduction to State and Local Emergency Operations Plan, Planning Guidance*, FEMA, August 2002.
- *A Guide to Federal Aid in Disasters*, FEMA 262, June 1997.

APPENDIX A – KEY PERSONNEL RAPID RECALL LIST

The Longwood University Rapid Recall Lists is located and secured within the Emergency Operations Dispatch Center. The lists is updated through the IITS Division through new hire orientation and each department/division and Human Resources and is updated monthly.

APPENDIX B - ALTERNATE FACILITIES

At this time Longwood University has not designated alternate facilities as part of its continuity planning except on its on property. A Memorandum Understanding (MOU) is not in effect with any alternate site owner except with Social Services for Shelters regarding disaster in the eastern part of the state.

Table B-1
Alternate Facility Locations

Alternate Facility Number	Alternate Facility Name	Address	Date MOU / MOA was executed	Capacity	Equipment / Systems Already on-site
1					

ALTERNATE FACILITY MOUs

APPENDIX C -ESSENTIAL RECORDS, SYSTEMS, AND EQUIPMENT

Essential records, systems, and equipment are critical to carrying out MEFs. Essential 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. Content, not media, determines their criticality. Essential records can exist in various formats, including paper, electronic, or microfilm, and may include records such as contracts, operational procedures, insurance policies, personnel records, system documentation, and administrative policies.

In addition to essential records, it is important to identify those systems and equipment that are essential to the functioning of the agency and the continuance of the agency's mission. Not every system or piece of equipment is essential. The cyclical nature of some MEFs may deem certain systems or equipment as essential at peak times. After identifying essential systems or equipment, prioritize how systems and equipment should be recovered in the event of a disruption.

It is also important to consider if a system or piece of equipment is dependent upon another particular system or piece of equipment to be operable. For example, computer systems are dependent upon electrical supply to be operable. Therefore, restoration of power would have to occur before the computer system could be up and running.

The Continuity Coordinator should work with the agency Information Security Officer, Facility Manager, or System / Equipment owner to identify the best method of protection for essential records, systems, and equipment. This determination will depend on the nature of the records, system or equipment, but a protection plan for all should include maintenance programs that regularly test the associated protective measures for optimal performance. For instance, backup power generators should be tested regularly. Sample text for this is below:

(Insert Name of Agency) realizes that essential records, systems, and equipment are critical in carrying out MEFs. Therefore the agency has taken safeguards to protect these essential records, systems, and equipment and to ensure their availability in a continuity environment.

This Continuity Plan works to safeguard electronic essential records in combination with Longwood University, IITS Disaster Recovery Plan. The following essential records have been identified as directly supporting the performance of MEFs.

**Table C-1
Essential Records, Systems, and Equipment**

Mission Essential Function	Essential Record and Type	System(s) or Equipment	Networks or Servers that must be Operational to Support the System(s) or Equipment	RTO
IITS Server ON-site Hot Site	All University Essential Records	IITS Server	Banner, Email	1 hour

**Table C-2
Essential Records, Systems, and Equipment Protection Methods**

Essential Record, System, or Equipment	Storage Location	Maintenance Frequency	Current Protection Methods	Vendor s	Vendor Contact Information
			1)		

APPENDIX D – BUSINESS PROCESS ANALYSIS

The Business Process Analysis (BPA) is a systematic method of identifying and documenting all of the elements necessary to accomplish each agency MEF. BPA's have also been performed on primary business functions that directly support MEF performance. The following BPAs represent the Longwood University processes for performing each MEF and supporting primary business functions.

PENDING

Table D-1
MEF - Business Process Analysis

<i>(Insert name of agency)</i> <i>(Insert MEF Title)</i> - Business Process Analysis <i>(Insert Date)</i>
<u>MEF Statement:</u> (Copy of MEF Statement)
<u>MEF Narrative:</u> (Copy of MEF Narrative)
<u>MEF Output:</u> (A list describing the MEF output, i.e., what products and services are produced or delivered to external partners or constituents. If possible, metrics that provide time and other performance measures should be included.)
<u>MEF Input:</u> (A list describing information, authorizations, supplies, and services required to perform the MEF. Each input should briefly describe how the input supports the overall process.)
<u>Leadership:</u> (A list identifying the key senior leaders, by position, who are required to participate directly in performance of the MEF.)
<u>Staff:</u> (A list of staff requirements to accomplish the MEF. Requirements for multiple shifts and back-up personnel should be identified, particularly if 24/7 operations are expected. Authorities, qualification, and certification should be specified. Staff requirements should be identified by position, rather than by name.)
<u>Communications and IT Requirements:</u> (A list identifying general and unique communications and IT requirements.)
<u>Facilities:</u> (A description of the facility requirements to accommodate mission performance, including office space, industrial capacity and equipment, and critical supporting infrastructure.)
<u>Resources and Budgeting:</u> (Supplies, services capabilities, and other essential resources required to perform the mission and supporting activities not already accounted for in the BPA process.)
<u>Partners and Interdependencies:</u> (A list of partners and interdependent organizations that support and/or ensure performance of the MEF. It should highlight the products or services delivered by the partners, the information shared or exchanged, and any other critical elements that

(Insert name of agency)

(Insert MEF Title)- Business Process Analysis

(Insert Date)

facilitate accomplishing the MEF.)

Has a Manual Workaround been identified for this function?: (State whether a manual workaround has been developed for this MEF. If so, identify where it may be found.)

Process Details: (A detailed narrative or diagram that ties together all of the elements involved in the process of performing the mission.)

Table D-2
Primary Business Function - Business Process Analysis

<i>(Insert name of agency)</i> <i>(Insert Primary Business Function Title)- Business Process Analysis</i> <i>(Insert Date)</i>
<u>Primary Business Function Statement:</u> (Copy of PBF Statement)
<u>Primary Business Function Narrative:</u> (Copy of PBF Narrative)
<u>Primary Business Function Output:</u> (A list describing the PBF output, i.e., what products and services are produced or delivered to internal or external partners or constituents. If possible, metrics that provide time and other performance measures should be included.)
<u>Primary Business Function Input:</u> (A list describing information, authorizations, supplies, and services required to perform the PBF. Each input should briefly describe how the input supports the overall process.)
<u>Leadership:</u> (A list identifying the key senior leaders, by position, who are required to participate directly in performance of the PBF.)
<u>Staff:</u> (A list of staff requirements to accomplish the PBF. Requirements for multiple shifts and back-up personnel should be identified, particularly if 24/7 operations are expected. Authorities, qualification, and certification should be specified. Staff requirements should be identified by position, rather than by name.)
<u>Communications and IT Requirements:</u> (A list identifying general and unique communications and IT requirements.)
<u>Facilities:</u> (A description of the facility requirements to accommodate performance of PBFs, including office space, industrial capacity and equipment, and critical supporting infrastructure.)
<u>Resources and Budgeting:</u> (Supplies, services capabilities, and other essential resources required to perform the PBF.)
<u>Partners and Interdependencies:</u> (A list of partners and interdependent organizations that support and/or ensure performance of the PBF. It should highlight the products or services delivered by the partners, the information shared or exchanged, and any other critical elements that

(Insert name of agency)

(Insert Primary Business Function Title)- Business Process Analysis

(Insert Date)

facilitate accomplishing the PBF.)

Has a Manual Workaround been identified for this function? (State whether a manual workaround has been developed for this PBF. If so, identify where it may be found.)

Process Details: (A detailed narrative or diagram that ties together all of the elements involved in the process of performing the PBF.)

PENDING

PENDING

MANUAL WORKAROUND WORKSHEET

Manual Workaround for Mission Essential Functions (MEFs) or
Primary Business Functions (PBFs)

Manual Workaround Procedure <i>(Insert MEF or PBF Title)</i> <i>(Insert Date)</i>	
<u>MEF / PBF Title:</u>	
<u>MEF / PBF Narrative:</u>	
<u>Staff / Leadership Responsible:</u>	
<u>Application(s) or System(s) Required:</u>	
<u>Essential Records, Databases, Documents:</u>	
Non-Department / Agency Contacts: Other Departments / Agencies, Contractors, Other Partners	
<u>Department/Agency/Company Name:</u>	
<u>Function /Service Provided:</u>	
<u>Contact Name:</u>	<u>Contact #:</u>
<u>Alternate Contact Name:</u>	<u>Alternate Contact #:</u>
<u>Contract # (if applicable):</u>	<u>Contract Officer Name:</u>
<u>Contract Expiration Date:</u>	<u>Contract Officer #:</u>

Non-Department / Agency Contacts: Other Departments / Agencies, Contractors, Other Partners

Department/Agency/Company Name:

Function /Service Provided:

Contact Name:

Contact #:

Alternate Contact Name:

Alternate Contact #:

Contract # (if applicable):

Contract Officer Name:

Contract Expiration Date:

Contract Officer #:

Procedures / Instructions