



**All-Hazard  
Continuity of Operations Plan**

**[Department/College Name]**

**[Date]**

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# SECTION I: INTRODUCTION

## Executive Summary

A comprehensive Continuity of Operations Plan (COOP) will be implemented at Cleveland State University (CSU) once an emergency has been stabilized and the campus begins the recovery process. The campus infrastructure and staffing could be impacted for some time; however, the campus should be able to resume essential functions on a priority basis. Essential functions that involve life, safety, infrastructure, and technology will be given the highest priority. The COOP template at the end of this document will be used to help each department or college prioritize the resumption of operations for their areas.

## Introduction

COOP will enable the University to continue essential functions and operations when recovering from natural and man-made disasters/incidents. Having a COOP Plan is important to protecting the safety and welfare of employees, ensuring that important documents and systems are not lost, and that the University can continue to serve students and visitors even after an emergency.

CSU is vulnerable to numerous hazards and threats (large and small) that could interrupt normal operations (i.e., fire, severe storms, flooding, power failure, hazardous material exposure, etc.). Preparation will increase each Department's/College's ability to recover quickly. COOP planning is a good business practice. Listed below is a list of hazards and threats identified by the Cuyahoga County Office of Emergency Management using the Threat and Hazard Identification and Risk Assessment (THIRA) process:

Cuyahoga County Hazards by Type		
Natural	Technological	Human-Caused
Severe Thunderstorm	Utilities Disruption	Active Shooter
Flooding	Hazmat Spill/Release	Mass Transportation Incident
Severe Winter Weather	IT/Communications Disruption	Civil Disturbance
Tornado	Building/Structure Collapse	Terrorism, CBRNE
Temperature Extremes	Nuclear Power Incident	

## Goal

The purpose of COOP planning is to assure that the capability exists to continue essential University functions across a variety of potential emergencies.

The overall purpose of COOP planning at CSU is to:

- Minimize loss of life, injury and property damage.
- Ensure the continuous performance of University Departments/Colleges essential functions and activities during an emergency.
- Protect essential facilities, equipment, records and other assets.
- Reduce or mitigate disruptions to operations.
- Minimize damage and losses.
- Achieve a timely and orderly recovery from an emergency and resumption of full service to students, faculty, staff and visitors to our campuses.

Because of today's changing threat environment, CSU's COOP is designed to ensure that the University is capable to continue its essential functions across a broad spectrum of emergencies both natural and manmade.

## Purpose

COOP planning at CSU utilizes an "all-hazards" approach, meaning that this document applies to a full range of circumstances, from a short-term, localized event to a long-enduring regional emergency that may impact multiple facilities and applies to natural disaster events as well as man-made threats. This COOP establishes policy and guidance to ensure that **Department/College Name** is:

- Prepared to respond to, recover from, and mitigate against the impacts of a continuity event.
- Prepared to provide mission essential functions in an environment that is threatened, diminished, or incapacitated.

## Objectives

The main objectives of this plan are to identify critical operations and risks, provide a plan to maintain or restore critical operations during a crisis, and create a plan to communicate with key people during the crisis. Additional objectives include:

- Facilitate decision-making for execution of the COOP and the subsequent conduct of operations.
- Reduce or mitigate disruptions to operations.
- Identify and designate essential and support staff.
- Ensure a timely and orderly recovery from the emergency and resumption of full services.

## **Applicability and Scope**

This document is applicable to all Departments/Colleges on all CSU campuses. Support from other state agencies, universities, local government will be coordinated with applicable personnel associated with CSU's Incident Command Team as needed. A separate COOP will be developed for each CSU Department/College using the template attached to this document.

## **Essential Functions**

The identification of essential functions is the basis of COOP planning. Essential functions are defined as those functions that enable the University to provide vital services, maintain the safety and well-being of the students, faculty, staff and visitors to campus, and sustain the University's economic base in an emergency. In order to identify essential functions, each department and college should include in its COOP the following:

- Identify all functions performed by the Department/College, and then determine which must be continued under all circumstances.
- Prioritize essential functions using Recovery Time Objectives (RTO).
- Establish staffing and resource requirements needed to perform essential functions.
- Identify critical data and systems necessary to conduct essential functions.
- Integrate supporting activities to ensure that essential functions can be performed as efficiently as possible during emergency relocation.

## **Authorities and References**

CSU's COOP Plan complies with the following federal and state regulations and executive orders:

### Federal Authorities

- The Homeland Security Act of 2002, PL 107-296, enacted 11/25/02
- The National Security Act of 1947, 50 U.S.C. 401 (as amended)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S.C. 5121, et seq.)

### State Authorities

- The Constitution of the State of Ohio (with amendments to 2000), Article II, Section 42, Article III, Sections 15, 17 and 22, Article IV, Section 2
- Ohio Revised Code, Section 5502.22 Emergency Management Agency Established; Cooperation with Other Agencies
- State of Ohio Emergency Operations Plan, March 2001

## **COOP Planning Guidelines**

In order to prepare plans to resume essential operations following an emergency, a consistent set of planning guidelines must be used. The University's COOP is based on a realistic approach to the problems likely to be encountered during a major emergency or disaster. The following may apply:

- An emergency or a disaster may occur at any time with little or no warning.
- There will be sufficient leadership and an adequate number of support personnel to continue essential functions.
- Emergency response and associated recovery efforts will be influenced by the changing patterns of services, facility use and present campus population through the normal cycles of the academic calendar.
- Disasters may be community-wide. Therefore, it is necessary to plan for and carry out disaster response and short-term recovery operations in conjunction with off-campus and local resources.
- The University's large footprint makes it very unlikely that an emergency situation will require the relocation of all University operations.
- A severely damaged facility or infrastructure may require relocating to a different facility on or off campus for two or more months.
- Staffing levels may be impacted due to high absenteeism, work force reductions due to facility loss, social distancing requirements to isolate for disease controls and/or lack of skilled workers and adequate supplies.

For the purposes of planning, assume that either a severe staffing loss or damaged facility could severely impact technology resources on campus, and that information technology resources will be unavailable at the onset of a COOP emergency. It is assumed that infrastructure and staffing will be impaired for some time, but the campus is able to resume certain functions on a priority basis. Essential functions that involve life, safety, infrastructure and technology will be given the highest priority.

## **Distribution**

The information in this document, while not confidential, is sensitive in nature. This document is available for release to all University employees who need access to the information herein. It should not be distributed to or discussed with anyone outside of CSU unless there is a need to share the information contained herein. Any public release of the document needs to have personal contact information redacted before distribution. Redaction is the responsibility of the Department/College releasing the document to the public.

All CSU Departments/Colleges will use the template included to complete a COOP. In utilizing the template provided, Departments/Colleges may remove the guidance statements (primarily found in italicized print) and expand sections as needed to meet the unique requirements of their operations. Departments/Colleges are encouraged to tailor their COOP development to meet their own needs and requirements. For questions and/or additional assistance or training regarding COOP planning contact:

Aaron Kyser  
Office of Emergency Management  
Cleveland State University Police Department  
(216) 687-3844  
[a.kyser74@csuohio.edu](mailto:a.kyser74@csuohio.edu)

## SECTION II: DEPARTMENT/COLLEGE IDENTIFICATION

**Department/College Name:**

**Main Office Location:**

**Main Office Phone Number:**

**Overview:**

*INSTRUCTIONS: Write a brief description of your Department/College. The goal is to create a picture of the scope of activities. Please include any unique situations or conditions that may be faced if there is a need to relocate for an extended period of time or experience significant staffing loss.*

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## COOP Contacts

COOP Contacts	Name	Email	Phone
COOP Leader			
1 <sup>st</sup> Alternate COOP Leader			
2 <sup>nd</sup> Alternate COOP Leader			

## Facilities

**INSTRUCTIONS:** List the buildings used for normal operations. Please include both primary and secondary uses (administrative, instruction, lab, etc.) and any special considerations.

Building Name	Primary Use	Secondary Use	Number of Personnel at Facility	Special Considerations

## SECTION III: DELEGATION OF AUTHORITY & ORDERS OF SUCCESSION

This section should identify orders of succession to key positions within your Department/College. Orders should be of sufficient depth to ensure the Department's/College's ability to manage and direct its essential functions and operations. Recommended practice is at least three deep. The conditions under which succession will take place, the method of notification, and any temporal, geographical, or organizational limitations of authority should also be identified in this section.

The list below identifies those within **Department/College Name** who can make operational decisions, including situations when the incumbent is absent:

Position	Name	Title	Email	Office Phone	Mobile Phone
Incumbent					
First Successor					
Second Successor					
Third Successor					

### Call Tree

During any emergency, it is important to provide timely and accurate information and instructions to employees. For COOP purposes, calling trees will normally be used to notify and instruct employees. The **Department/College Name** will maintain up-to-date contact information in the call tree and update this information annually or as changes occur.

Primary Caller(s)	Title	Email	Office Phone	Mobile Phone

The primary caller(s) will be contacted by the COOP Leader when it has been determined that there is a need to disseminate information. In order to keep the messaging consistent, the COOP Leader should prepare a scripted message/talking points and distribute to the primary callers. The prepared message should be concise and able to be read in 30 seconds or less. The primary or alternate caller(s) should also send the message to employees using email. Employees are responsible for staying informed of emergencies by monitoring news media reports and CSU's website homepage.

**INSTRUCTIONS:** List all of the people in the unit and available methods of contact. If the list is extensive, describe how the list is maintained, where it is stored and how it is accessed when needed. **Include an organizational chart if available.**

Name	Position	Home Phone	Mobile Phone	Email

## SECTION IV: ESSENTIAL FUNCTIONS

Essential functions are defined as those functions that enable the University to provide vital services, maintain the safety and well-being of the students, faculty, staff and visitors to campus, and sustain the University’s economic base in an emergency. Although many functions are important, not every activity performed is an essential function that must be sustained in an emergency. Assigning a priority to the function helps distinguish between essential and supportive functions. Time-sensitive or date-specific essential functions are considered as if the disruptive event were to take place immediately before the function needs to be accomplished. If an incident affects the Department/College when the function is not time-critical, the plan is adjusted to keep that function at a lower priority.

**Department/College Name** identified **[# of essential functions]** essential functions and assigned a Recovery Time Objective (RTO) Tier. All essential functions listed, recommend a RTO for restoring that function using the following Tiers:

**Tier I:** Essential functions that must reach operational status no later than 12 hours after COOP activation.

**Tier II:** Essential functions that must reach operational status within 12 to 72 hours and are able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier I functions.

**Tier III:** Essential functions that must reach operational status within 72 hours to two weeks. Tier III functions may be dependent on the status of Tier I or II functions, or may simply have less criticality.

**Tier IV:** Two weeks to 30 days. Functions that could be postponed until all functions in Tiers I, II and III are fully operational.

**Tier V:** Functions that can be suspended for 30 day or more days.

RTO Tier	Essential Function	Primary Employee	Secondary Employee	Notes

## SECTION V: VITAL RECORDS AND SYSTEMS

In order to properly plan for emergencies, it is necessary to identify vital records and systems necessary to perform essential functions and activities. Vital records are records, files, documents or databases, which, if damaged or destroyed, would cause considerable inconvenience or require replacement or recreation at considerable expense. For legal, regulatory or operational reasons these records cannot be lost or damaged without materially impairing the University's ability to conduct operations.

### Vital Records

This section address **Department/College Name's** vital files, records, and databases, to include classified or sensitive data, which are necessary to perform essential functions and activities.

RECORD DESCRIPTION	STORAGE LOCATION	MAINTENANCE FREQUENCY	PROTECTION METHOD	NOTES

### Systems and Equipment

This section address **Department/College Name's** vital system or piece of equipment, which are necessary to perform essential functions and activities.

DESCRIPTION	STORAGE LOCATION	MAINTENANCE FREQUENCY	PROTECTION METHOD	NOTES

## SECTION VI: ALTERNATE FACILITY OPERATIONS

Upon activation of the COOP during regular duty hours, key personnel will continue to perform essential functions, if possible, until directed to cease operations by the department head or designee.

If the decision is made to transfer essential functions to an alternate facility, designated key personnel may be required to arrive first to prepare the site. Upon arrival at the alternate facility, personnel will:

- Ensure infrastructure systems, such as power and HVAC are functional
- Implement pre-designated security protocols if required
- Prepare check-in duty stations for key personnel and executive leadership arrival

Regardless of whether the alternate facility is on or off campus, basic requirements include personnel, power, communications and work space requirements. In the event that **Department/College Name** has to move to an alternate facility, there are additional needs of staff operating at the facility that must be met.

***INSTRUCTIONS:** Identify the number of essential staff that would be required to perform identified essential functions in the event physical relocation is needed. List any equipment and supplies that are needed. Identify communications such as land lines, cell phones, satellite dish, two-way radios, and network/internet access. Indicate any special considerations or needs to be taken into account for relocation.*

# Staff	Furniture/Equip	Security Needs	Special Considerations

## SECTION VII: SERVICE PROVIDERS AND CUSTOMERS

The **Department/College Name** has certain dependencies upon service providers from both on-campus department and off-campus service providers, and there may be outside agencies that depend upon CSU for services. A prepared list of providers will assist the unit in a smooth transition during a COOP emergency.

## **Internal Dependencies on Department/College Name**

All CSU Departments rely on Information Technology (IS&T), Payroll/Purchasing/Finance, Human Resources, Campus Safety and Physical Plant.

*INSTRUCTIONS: List below the products and services upon which the department depends and the internal departments/units that provide them. Below are examples of the basic services you may be dependent on:*

<b>CSU Service or Product</b>	<b>CSU Provider</b>	<b>Contact</b>	<b>Title</b>	<b>Office Phone</b>
Emergency Facilities, Repairs and Power	Facilities and Safety (FAST)			
Custodial Services	FAST			
Safety & Security	FAST			
Information Technology Support	Information Services & Technology (IS&T)			
Human Resources	Human Resources			
Payroll	Office of the Controller			
Purchasing	Purchasing Department			

## **Outside Vendors and Service Providers**

Prior to initiating any purchasing activity **Department/College Name** will contact CSU's Purchasing Department to ascertain whether the item or service can be procured.

*[If vendor list is extensive, it is acceptable to make reference to the list being available at the work location as long as there is redundancy, a copy of the information available either at another location or online]*

<b>SERVICE/PRODUCT</b>		<b>PHONE</b>	<b>24/7 PHONE</b>	<b>ALT CONTACT</b>
<b>1<sup>ST</sup> PROVIDER</b>				
<b>2<sup>ND</sup> PROVIDER</b>				
<b>SERVICE/PRODUCT</b>		<b>PHONE</b>	<b>24/7 PHONE</b>	<b>ALT CONTACT</b>
<b>1<sup>ST</sup> PROVIDER</b>				
<b>2<sup>ND</sup> PROVIDER</b>				
<b>SERVICE/PRODUCT</b>		<b>PHONE</b>	<b>24/7 PHONE</b>	<b>ALT CONTACT</b>
<b>1<sup>ST</sup> PROVIDER</b>				
<b>2<sup>ND</sup> PROVIDER</b>				

### Key Internal Customers

<b>Department/Unit</b>	<b>Service</b>	<b>Office Phone</b>	<b>Alternate Contact</b>

### Key External Customers

<b>Department/Unit</b>	<b>Service</b>	<b>Office Phone</b>	<b>Alternate Contact</b>

## **SECTION VIII: MITIGATION STRATEGIES**

Identifying mitigation strategies is one of the most important steps in COOP planning. One of the benefits of pre-planning is that it reveals potential risks and vulnerabilities. Once a risk has been identified through planning, applying a mitigating action can prevent adverse outcomes or reduce their severity and impact upon the unit or campus.



Instructions: List the department's vulnerabilities that could cause a continuity incident and list the mitigation strategy that would be effective in reducing the vulnerability. For example, the unit may wish to stock up on critical supplies or develop contingency work-at-home procedures. Set a time line to accomplish the action.

Vulnerability	Mitigation Strategy	Mitigation Timeline	
		Target Date	Completion Date
<b>EXAMPLE: Communication System Failure</b>	<b>Harden communications capabilities to ensure post event functionality.</b>	<b>12-31-15</b>	
<b>EXAMPLE: Power Failure</b>	<b>Identify critical facilities &amp; infrastructure needing backup power sources and options to provide backup power.</b>	<b>12-31-15</b>	

## SECTION IX: COOP TRAINING, EXERCISES & IMPROVEMENT PLANS

The key to a successful enactment of this plan depends on the ability of training, and exercises to familiarize staff members with their roles and responsibilities during an emergency, ensure that systems and equipment are maintained in a constant state of readiness, and validate certain aspects of the COOP. This plan should be continually updated with current contact information, resources and organizational changes.

Training or Exercise	Date	After Action Report / Improvement Plan	Completion Date

## SECTION X: COOP SUBMISSION

Thank you for completing your department’s All Hazards Continuity of Operations Plan (COOP). Please submit this Plan to your Dean or Vice President for approval and identification of essential positions within your department/unit.

### Department/College Name

Dean/VP name:	Title:
Dean/VP signature:	Date submitted:

## PLAN REVIEW AND REVISION

Date	Name	Review and Revision	Section(s) Revised

Please send an electronic copy to [a.kyser74@csuohio.edu](mailto:a.kyser74@csuohio.edu)