



Continuity of Operations Plan (COOP)

Department/Unit			
	Author		Last Revised Date
Head of Operations	Name	Phone Number	Alternate Phone Number
Email address			

PURPOSE

This Continuity of Operations Plan (COOP) will document how the division or department will perform essential operations during an emergency situation or long-term disruption, which might last from two days to several weeks. The plan will identify mission-critical functions, departmental communication methods, and alternate personnel, systems and locations. Each University division needs a COOP to ensure the University can respond effectively to a variety of situations.

The COOP planning process focuses on two key questions:

- What operations performed by the department are essential or central to the University community? Such operations might include providing food and shelter, utilities, security services, communication and computing devices, and payroll.
- What resources are required to continue those essential operations during an emergency or disruption?

The University’s policy on [Essential Services During Emergencies or Other Conditions](#) is a valuable reference for planning what human resources are necessary to carry out the COOP.

A: Planning Framework

Princeton University has established four priorities for responding to emergencies:

- Priority 1:** Protect the lives of those who learn, work, visit and live at Princeton University.
- Priority 2:** Protect and preserve University property and the environment. Maintain integrity of facilities.
- Priority 3:** Restore University operations, activities and services.
- Priority 4:** Provide assistance to the local community and external agencies.

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Planning Scenarios: No long-term emergency or disruption will unfold exactly as planned. However, it may be useful to consider the following possibilities and assumptions when considering your plan:

- What if the disruption lasts up to 4 weeks?
- What if classes and public events on campus have been suspended?
- What if employee absenteeism is up to 50% during the disruption, including department heads, supervisors and essential personal?
- What if your regular supply chain is interrupted for up to 4 weeks?
- What if there was a catastrophic loss to your building due to fire, flood, etc.?
- What if there was an extended loss of power and/or computing support from OIT?
- Assume that students will be sent home if possible, leaving approximately 1800 students and their dependents remaining.

B: Departmental Continuity of Operations Objectives

Considering the above objectives and assumptions, describe your department’s key objectives, functions and responsibilities:

Briefly describe the range of services that you provide to others in the event of a long-term disruption. Do not include any normal operations that can be suspended. It should be clear why your department must remain functional, at least in part, during a long-term disruption.

List the priority tasks of your department and indicate whether they are performed daily, weekly, monthly, etc.

C: Emergency Communication Systems

University Communications

The University plan includes the use of the Princeton Telephone and Email Notification System (PTENS), the University home page and the Weather Alert Hot Line. The following websites and phone numbers include information on University emergency communications:

Main University Page	http://www.princeton.edu/main/
Emergency Alerts Page	http://www.princeton.edu/main/news/emergency/
Weather Alert Hotline	(609)258-SNOW (7669)
HR Self-Service (for updating PTENS contact info)	http://www.princeton.edu/hr/progserv/sds/applications/selfservice.html
Emergency Preparedness	http://www.princeton.edu/main/administration/safety/emergency/

[department / division] Communications

To communicate rapidly with your employees in an emergency, and to stay in touch during an extended

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disruption, we encourage all departments to prepare and maintain staff contact information in paper and electronic formats, including alternative email and phone numbers. The Essential Communications tool available in the Information Warehouse may be helpful in developing contact lists.

Describe any additional methods that the Department/Office will use to communicate with employees during the extended disruption. Potential communications tools include phone, email, text message, call trees, social media, a departmental website, departmental blogs, pagers, etc.

Describe who is designated to communicate with staff. Designate those responsible for updating contacting information and establish a specific schedule for updating.

D. Leadership Succession

List people who can make operational decisions if the head of your department or unit is absent:

	Name	Title	Phone Number	Alt Phone Number
Head of Department/Unit				
Successor				
Successor				

E. Departmental Essential Functions

List essential operations, responsible staff and alternates. Cross-training for responsible and alternate staff should be in place. Note the location of instructional and supporting documentation.

Function Description	Responsible and Alternate Staff	Alternate Location	Dependencies	Location of Supporting Documentation

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F: Access to Information and Systems

Consider how and where department information and systems are stored and managed. This may include:

- Information stored on a departmental or OIT server
- Information on a web site hosted in-house or by OIT
- Non-web-based software installed on individual computers
- Information stored on individual computers or email accounts

Describe how your department is backing up this material and making it available in the event that the primary resource is not available. This may include, but is not limited to:

- Remote access or authorization to allow remote access (Be sure to confirm whether staff responsible for essential operations have home access to resources like computers, internet and SRA/Aventail).
- Backup of critical files off-site, on flash drives or external hard drives, or in hard copy
- Alternative e-mail systems, such as Yahoo or G-Mail
- Off-site storage/backups

Consider the following when planning for loss of information and systems:

- Are networked computers being backed up on schedule? For clarification of backup procedures, please review the [Crash Plan section in Knowledge Base](#).
- How long can your department perform its essential functions without the support of OIT? For each of the critical business functions in Section E, note whether or not the function can be achieved without OIT support for “Up to 3 days”, “Up to one week”, “Up to 4 weeks”, “Indefinitely” or “Not at All.”
- Would a disaster in your department cause an interruption to any legally required reporting?

G: Other Key Internal Dependencies

All Princeton University departments rely on the Energy Plant, OIT (for internet, e-mail and central servers), Payroll, Purchasing, and Public Safety. List below products and services upon which your department depends, and the *other* internal (Princeton University) departments or units that provide them.

Dependency (product or service) :	
Provider:	
Dependency (product or service) :	
Provider:	
Dependency (product or service) :	

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Provider:	
Dependency (product or service) :	
Provider:	
Dependency (product or service) :	
Provider:	
Dependency (product or service) :	
Provider:	

H: Key External Dependencies

List below products and services upon which your department depends, provided by external suppliers or providers. Please contact them to determine if they have a continuity of operations plans and whether the University has priority for their services.

Establish alternate sources for these services and supplies and determine whether or not they are listed as University vendors, if necessary.

	Primary	Alternate
Dependency (product or service) :		
Frequency of Service		
Provider		
Primary Contacts		
Phone Numbers		
	Primary	Alternate
Dependency (product or service) :		
Frequency of Service		

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Provider		
Primary Contacts		
Phone Numbers		
	Primary	Alternate
Dependency (product or service) :		
Frequency of Service		
Provider		
Primary Contacts		
Phone Numbers		
	Primary	Alternate
Dependency (product or service) :		
Frequency of Service		
Provider		
Primary Contacts		
Phone Numbers		

I. Relocation or Reallocation

In some potential scenarios, the building, office or other physical resources may not be available to you. In the event that your department must relocate or share resources with another group, consider the following:

	Resource
1. What physical resources are required to perform your essential functions? Include pre-printed forms, office equipment, computer	

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equipment and telecommunication devices.	
2. How much physical space would your unit need?	
3. Does your unit have any special needs such as refrigeration, temperature/humidity controls, etc.?	
4. Are there special security requirements for a replacement space?	
5. If the building/office is accessible, but there was an extended loss of power, is there essential equipment or material that would be at risk? Describe plans for back-up power.	
6. Do you have any high value/difficult to replace equipment?	

J. Restoration

Resuming normal operations once the emergency situation or extended disruption has passed will require continued communication and coordination. Recognize that restoration could take an extended period of time.

Potential considerations include:

- Work backlog
- Integration of temporary data resources with permanent systems
- Resupply of resources – Maintain an inventory of high value equipment, information resources, and irreplaceable items including titles, model numbers, serial numbers, replacement value, etc. for Risk Management.
- Continued absenteeism
- Emotional/counseling needs

The University is committed to the full support of its students and employees; however, central service restoration may happen in stages depending on the extent of the disruption.

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Appendix A: Mitigation Strategies

Considering all of the information provided in this plan regarding your role during an emergency or disruption, your essential function and dependencies, consider steps that your department can take to minimize the impact of a long-term disruption on your operations. This may be the most important step of your planning process and may require re-evaluation of your objectives and functions.

The following mitigations strategies may be helpful:

- Review your department's vulnerabilities and address
- Stock up on supplies
- Create alternative processes that rely on fewer external resources
- Conduct cross-training and document procedures
- Review vendor contracts and find alternative resources
- Keep records indicating where to find replacement equipment should mission-critical equipment fail
- Prepare floor plans showing utility shut-offs for the heating and ventilation system, water, power, etc. and emergency generator coverage. Know whether your ventilation system is controlled by the HVAC Control Shop in MacMillan or from within your building.
- Prepare and maintain survival kits for your department. Encourage employees to keep their own kits for their personal needs.
- Ensure your staff is aware of these plans. Review plans with them on a regular basis, such as annually.
- Test your plans in a table-top exercise at least annually. Identify and address any gaps.