



***CONTINUITY OF OPERATIONS PLAN***  
***(COOP)***

**APRIL 2026**

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## **APPROVALS**

This Continuity of Operations (COOP) plan was prepared by Norfolk State University (NSU) to develop, implement, and maintain a viable COOP capability. This COOP plan complies with applicable internal institution policy, local and state regulations, and supports recommendations provided in the Federal Emergency Management Agency’s Federal Continuity Directive 1 (FCD 1). This COOP plan has been distributed internally within Norfolk State University and to external agencies that might be affected by its implementation. All COOP team decisions must be approved by the President.

Approved: \_\_\_\_\_ Date \_\_\_\_\_

Javaune Adams-Gaston, President  
Norfolk State University

**Norfolk State University**  
**Continuity of Operations Plan**

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*Approvals*

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## **PRIVACY STATEMENT**

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to FOIA under Virginia Code §2.2-3705.2. Accordingly, Norfolk State University is withholding this plan from public disclosure. Refer to any request for a copy of this document to Norfolk State University's legal counsel or the Virginia Attorney General's office.

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## **EXECUTIVE SUMMARY**

Norfolk State University (NSU) has always been prepared, to the greatest extent possible, to respond to all-hazard disasters and events. However, the institution has become increasingly aware that events could interrupt or even destroy its ability to perform essential functions effectively. Consequently, Norfolk State University has determined that it should develop and maintain a Continuity of Operations (COOP) Plan. COOP planning is designed to develop and maintain a program that preserves, maintains, and reconstitutes its ability to function effectively in an event or potential event.

The Norfolk State University COOP Basic Plan encompasses the magnitude of operations and services performed by the institution. It is tailored to the unique operations of individual departments and the essential functions they perform.

The Continuity of Operations Plan (COOP) is a means by which the University establishes a comprehensive and coordinated response to emergencies and develops contingency plans for response to threats harmful to life and property. All students, faculty, staff, and visitors are required to comply with the established policies and procedures of this plan, which are designed to minimize risk to the University community.

A viable COOP plan consists of several critical elements, as described in this plan: Essential Functions; Orders of Succession; Delegations of Authority; Alternate Facilities; Interoperable Communications; Human Capital Management; Vital Records, Systems, and Equipment; Training, Testing, and Exercises; and Reconstitution. These elements are intertwined and dependent upon one another. They enable this plan to be effectively implemented during an emergency. These elements will also allow for a seamless transition back to normal operations at the primary facility.

The complete continuity of operations plan outlines the course of action to be taken in the event of an emergency and the steps to be followed in the recovery to normal business operations. The plan is intended to provide an orderly and efficient transition from normal to emergency conditions, and provides specific guidelines for complex and unpredictable occurrences consistent with university policies and procedures

This document clearly establishes the threshold for triggering emergency response and determines the level of authority required to initiate response activities. The goal is a calculated and responsible response to any crisis affecting the campus or other Norfolk State University properties, enabling the University to achieve the most expedient restoration of normal operations.

Copies of this document and other documents referenced in this plan should be stored off-site as well as on campus and readily available for reference in the event of an emergency that restricts or prohibits access to the normal workplace or classrooms.

## **INTRODUCTION**

Norfolk State University has become increasingly aware that events of all kinds can disrupt its operations and jeopardize the safety of its faculty, staff, and students. Emergency planning, including COOP planning, has become a necessary and required process for the institution. Norfolk State University has operations that must be rapidly and efficiently resumed in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate its effects on the mission, people, and facilities. To that end, Norfolk State University has prepared a Continuity of Operations Plan (COOP)

The all-hazards approach to COOP planning ensures that, regardless of the event, essential functions and services will continue to operate and be provided in some capacity to faculty, staff, and students. This approach includes preparing for natural, man-made, or technological emergencies. This COOP plan establishes policy and procedures to ensure the execution of the essential functions for Norfolk State University in the event of an emergency or relocation of operations, functions, and personnel.

COOP planning is good business practice and is part of the fundamental mission of all agencies as responsible and reliable public agencies. The changing threat environment and recent emergencies, such as snow/ice storms, hurricanes, tornadoes, and major incidents on campus, have shifted awareness to the need for COOP capabilities that enable the continuity of essential functions across a broad spectrum of emergencies.

Norfolk State University is committed to the safety and protection of its faculty, staff and students. This plan provides the institution with a framework to minimize potential impact during an event.

## **PURPOSE**

The purpose of this Basic Plan is to provide the framework for departments within Norfolk State University to restore essential functions in the event of an emergency that affects operations. This document establishes Norfolk State University's COOP program for addressing three types of disruptions:

- Loss of access to a facility (as in a fire);
- Loss of services due to a reduced workforce (as in a pandemic), or incidents in which employees are victims, or incidents that prohibit employees from reporting to the workplace
- Loss of services due to equipment or systems failure (as in telephone, electrical power, or information technology (IT) systems failure).

It also provides policy and guidance to ensure the ability to restore essential functions within the recovery times established by the institution.

Norfolk State University is committed to the safety and protection of its students, faculty, staff, visitors, operations and facilities. This plan provides a framework to minimize potential impact during an incident.

## **APPLICABILITY AND SCOPE**

The COOP is the template for the preservation, maintenance, and reconstitution of Norfolk State University's ability to deliver its essential functions to faculty, staff, students, and visitors. Norfolk State University's Basic Plan is intended to support department-developed plans that address incidents that may disrupt their essential functions. The COOP Plan is applicable to the following departments:

- Office of the President
- Office of the Provost & Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President for Operations & Chief Strategist
- Vice President for Finance & Administration/CFO
- Vice President for University Advancement
- Vice President/Director of Athletics

The COOP has been distributed to senior leadership of the institution, including: The University's President; Chief of Staff; Provost/Vice President for Academic Affairs; Vice President for Student Affairs; Vice President for Operations/Chief Strategist; Vice President for Finance & Administration/CFO; Vice President for Advancement; Director of Athletics; Chief of Police; and all employees identified as essential. Training has been provided to Norfolk State University's faculty and staff with identified responsibilities. The COOP Plan has been shared with local emergency response and management agencies, designated Emergency Coordination Officers, Norfolk Emergency Management Directors, and planners.

This COOP Plan describes the actions to be taken to activate a viable COOP capability within 12 hours of an emergency event and 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 covers all facilities, systems, vehicles, and buildings, including academic schools and administrative buildings; IT and telecommunications services; and residence halls, operated or maintained by Norfolk State University. The COOP Plan supports the performance of essential functions from alternate facility locations (due to the primary facility becoming unusable for long or short periods) and provides for the continuity of management and decision-making at the institution in the event that senior leadership or technical personnel are unavailable.

## **AUTHORITY**

The COOP plan complies with the following regulations:

Commonwealth of Virginia, Office of the Governor:

- Executive Order 41 – Virginia’s Secure Commonwealth Initiative, 2004;  
“All executive branch agencies directed to exercise and test their COOP plans on or before Sept. 1, 2005.”

## REFERENCES

The following references were utilized during the COOP planning process.

- Virginia Department of Emergency Management (VDEM), Continuity of Operations Planning Manual for Institutions of Higher Education v.1.1, March 2008
- Emergency Management Accreditation Program (EMAP) Standard, April 2006.
- National Fire Protection Association (NFPA) 1600, December 2006.
- Federal Emergency Management Agency (FEMA), Building a Disaster-Resistant University, August 2003.

## SITUATION

The following situations impact Norfolk State University's COOP Plan:

- The University was founded in 1935. Located in the southeast quadrant of the City of Norfolk, the campus consists of 39 buildings on 136 acres, bordered on three sides with private residences, and on the south side by a light rail right-of-way and an interstate. The total population is approximately 6,000 people, including 1,000 staff and faculty, 5,000+ students, and 2,400+ students residing on campus. Peak population occurs during football games, when almost 20,000 visitors attend the stadium.
- Electricity and natural gas are supplied by local utilities through underground networks. Gasoline for state vehicles is stored in an approved underground tank. Diesel-powered vehicles are refueled off campus.
- The University Police Headquarters were completed in 2008. It is equipped with an emergency generator capable of supporting the facility and a full array of communications equipment.
- Most buildings are heated & cooled using circulating water with local air handlers. All residence halls' fire detection systems report directly to the University Police Headquarters. All other structures have fire alarm control panels, smoke detectors, heat detectors, sprinkler systems, standpipes, and fire water pumps.
- Chemicals used in academic and research programs are stored in approved metal cabinets in small quantities. There are specific procedures for responding to storage, releases, and disposal of hazardous materials. Emergency response procedures also exist for specific research laboratories.

## **ASSUMPTIONS**

The planning assumptions used to guide the development of the plan, such as the training of faculty and staff, resources available at primary and alternate facility locations, among others in the following elements:

- Emergencies or threatened emergencies can adversely impact the University's ability to continue supporting essential functions and providing support to students, faculty, and staff.
- When declared, NSU will implement a predetermined plan using trained and equipped personnel.
- Leadership, faculty, and staff will continue to recognize their responsibilities to public safety and exercise their authority to implement this COOP plan in a timely manner when confronted with disasters.
- University and non-University personnel and resources located outside the area affected by the emergency or threat will be available as necessary to continue essential functions.
- The University will provide operational capability within 12 hours of the event and will continue essential operations for 30 days or until the event is terminated.
- In the event of a disaster, the institution might need to rely on the services of adjacent jurisdictions and institutions for recovery. Thus, this COOP plan can serve as a basis for the future development of a regional plan with neighboring institutions or entities, incorporating mutual aid agreements, alternate facility locations, and inter-organizational communication plans to ensure a coordinated response in the event of a disaster.
- If properly implemented, this COOP plan will reduce or prevent disaster-related losses.

## **ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

This section identifies essential personnel within the institution and their responsibilities during an event requiring COOP activation. It addresses how to contact essential personnel, vendors, and other key contacts. It also addresses the policies and supports available for faculty and staff.

### **Essential Personnel**

Specific staffing requirements will vary widely among Norfolk State University departments due to differences in their size, structure, mission, and essential functions. Each essential function has associated personnel necessary to ensure the continuity of operations. Without these essential personnel, the institution will not be able to perform its core functions or meet the needs of faculty, staff, or students. These personnel are necessary to carry out essential functions and fulfill Norfolk State University's mission. Essential personnel designed to perform essential functions are specified in the University's individual departments' plan.

### **Personnel Contact List**

In each department plan, the personnel contact list documents the contact information for faculty and staff who should be notified if the institution is threatened by or experiences an incident that requires COOP activation.

### **External Contacts**

External contacts and vendors are listed in Table 2 in the section “Essential Functions,” as required resources supporting those functions. Included is contact information for external vendors, suppliers, or others who would most likely need to be contacted if the institution is threatened by or experiences an incident that requires COOP plan implementation.

### **COOP Plan Implementation Responsibilities**

The following lists identify the major responsibilities of essential personnel and the leadership required to implement Norfolk State University’s COOP plan.

The President, Provost, or Executive in charge of COOP planning is responsible for directing the COOP activation as well as:

- Supporting and providing executive leadership for all emergency planning efforts;
- Activating the COOP plan;
- Providing policy direction, guidance, and objectives during an incident for the implementation of the COOP plan;
- Consulting with and advising appropriate officials during implementation of the COOP plan;

The COOP Coordinator (Vice President, Finance & Administration) is responsible for:

- Developing, coordinating, and managing all activities required for the institution to perform its essential functions during an event or situation that would disrupt normal operations;
- Coordinating implementation of the COOP plan and initiating appropriate notifications inside and outside the institution during COOP plan implementation;
- Preparing site support plans to support the implementation of the COOP plan;
- Coordinating appropriate lodging, food, and other arrangements with the alternate location, if appropriate, for faculty and staff who will not commute and need to remain overnight near the alternate location;
- Develop criteria for measuring and evaluating COOP performance
- Act as a liaison between the COOP Team and university leadership, including the Executive Steering Committee, as well as external organizations;
- Serve as leader of the COOP Team

The COOP Team (See Table 7) is responsible for:

## Norfolk State University COOP Plan

- Identifying management and policy issues;
- Creating a planning schedule and milestones for developing COOP capabilities and obtaining plan approval;
- Assist in the development and implementation of the COOP program;
- Coordination with external response agencies;
- Provide public information;
- Perform a situation assessment for NSU infrastructure;
- Perform inspection and repair;
- Develop temporary service plans; and
- Lead the recovery transition

The Reconstitution Manager is responsible for:

- Coordinating and overseeing the reconstitution process;
- Forming a reconstitution team;
- Developing a time-phased plan, listing functions and projects in order of priority for resuming normal operations;

Members of the Reconstitution Team are responsible for:

- Developing space allocation and facility requirements;
- Coordinating with appropriate organizations to obtain office space for reconstitution if the building is uninhabitable;

The institution's faculty and staff are responsible for:

- Understanding their continuity roles and responsibilities within their respective organizations;
- Knowing and being committed to their duties in a continuous environment;
- 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 cared for in an emergency.

### **Personnel Relations and Family Preparedness Planning**

Policies regarding leave, workers' compensation, and counseling will be guided by NSU Human Resources. These policies can be located on the Norfolk State University website. Issues regarding family shelter and day care during a COOP event and family preparedness will be addressed by the University's COOP Team.

## CONCEPT OF OPERATIONS

The COOP plan must be maintained at a high level of preparedness and be ready to be implemented without prior warning. As such, the Norfolk State University COOP Team has developed a concept of operations, which describes the approach to implementing the COOP plan.

Implementing the COOP plan may involve:

- The deliberate and pre-planned movement of selected key personnel and technical personnel to an alternate operating facility;
- The implementation of temporary work procedures;
- The delegation of emergency authorities to successors of senior management and technical personnel who are unavailable during the emergency; and/or
- The assignment of COOP teams to perform specific activities necessary to ensure essential functions.

The plan should be fully implemented, when directed by the President or designee, within 12 hours of activation and be capable of sustaining operations for up to 30 days. The broad objective of this COOP plan is to ensure the safety and well-being of Norfolk State University faculty, staff, and students, and to enable its continued operation during any crisis or event. Specific COOP plan objectives include the following:

- Enable staff to perform essential functions;
- Identify essential personnel, back-up staff, and supporting staff for relocation or for performing essential functions;
- Ensure the alternate facility location can support essential functions; and
- Protect and maintain vital records, systems, and equipment.

An event, such as an explosion, fire, or hazardous materials incident, may require evacuating one or more buildings with little or no advance notice. Building evacuation, if required, is accomplished by implementing the Evacuation or Emergency Response Plan for each building. This COOP plan is not an evacuation plan.

Below is the Level of Emergency and Decision Matrix to guide the implementation of the plan.

**Table 1**  
**Level of Emergency and Decision Matrix**

Level of Emergency	Category	Impact on Institution	Decisions
I	Alert	<p>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.</p> <p><b>Example:</b> Major accident on highway or transit system.</p>	<p>Impacted department alerts appropriate personnel of the situation and requests needed assistance. No COOP plan implementation required.</p>
II	Stand-by	<p>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.</p> <p><b>Example:</b> Computer virus, small fire or moderate flooding.</p>	<p>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 requirements.</p>
III	Partial Implementation	<p>An actual event is estimated to disrupt the operations of one or more essential functions or impact vital systems for more than three days.</p> <p><b>Example:</b> Power outage, heightened Homeland Security Advisory System Threat Level</p>	<p>Impacted department alerts senior leadership. COOP Team members were alerted and instructed on the implementation of the COOP plan, either in full or in part. The COOP plan was approved by senior leadership. Might require mobilizing all resources. Might also require the activation of succession orders. Might require the movement of some personnel to an alternate location for a period of more than</p>

			<p>three days but less than 14 days.</p> <p>The event requires command and control resources to address the issue.</p>
IV	Full Implementation	<p>An actual event that significantly disrupts the operations of three or more essential functions or the full department, impacting multiple vital systems for more than seven days.</p> <p><b>Example:</b> snow/ice storm; hurricane; workplace violence; major telecommunications failure; major power outage; explosion in/contamination of the primary facility; major fire or flooding; earthquake; tsunami.</p>	<p>Impacted department alerts senior leadership. COOP Team members were alerted and instructed on the implementation of the COOP plan, either in full or in part. Might require activation of orders of succession. Might require the relocation of a significant number of personnel to an alternate facility for more than 14 days. The event requires command and control resources to address the issue and might require the complete mobilization of all resources.</p>

**COOP Plan Implementation**

COOP plan implementation is based on three phases of operations: activation and relocation (including alert and notification); alternate facility operations; and reconstitution.

**Activation and Relocation**

COOP Plan Activation is initiated by the President or designee when an event disrupts essential functions at Norfolk State University. If necessary, the activation of the departments' alternate facility location procedures would occur during this phase. The following activities will take place during this phase: (NOTE: The COOP plan is not a response plan)

- Notification to the alternate facility manager of impending activation and relocation requirements.
- Notification to affected local, regional, and state agencies.
- Activation of plans to transfer to an alternate facility.
- Instruct the advanced team to ready the alternate facility.
- Notify University employees and contractors regarding activation of the COOP plan and their status.
- Assemble documents/equipment required for essential functions at the alternate facility.
- Order needed equipment/supplies.
- Transport documents and designated communications.
- Secure the original facility.
- Continue essential functions at the regular facility, if available, until the alternate facility is ready.
- Advise the alternate facility of the movement status.
- Activate advanced operations and support teams as necessary.

### **Alert and Notification**

The University has established specific procedures to alert and notify the President, senior management staff, and the COOP Team members that COOP activation is pending.

Norfolk State University recognizes that the COOP plan should be able to be activated under all conditions:

- **With Warning.** It is expected that, in many cases, Norfolk State University will receive a warning at least a few hours prior to an event. This will normally enable the full execution of the COOP plan with a complete and orderly alert, notification, and deployment of key personnel to an assembly site or a pre-identified deployment location. Notification will occur through an established emergency alert system, which may include office telephones, cellular phones, emails, text messaging, early warning system (audible voice and horn alarms), messaging boards, the university's radio and television stations, and other procedures developed by Norfolk State University.
- **Without Warning.** The ability to execute the 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 survive.
  - Non-Duty Hours. COOP team personnel should be able to be alerted and activated to support operations for the duration of the emergency. Notification will be made by the Emergency Alert Service (beeper/pager, telephone, and email).
  - Duty Hours. If possible, the COOP plan will be activated, and available members of the COOP teams will be deployed as directed to support operations for the duration of the emergency. Depending on the status of communications, notification will be made by the Emergency Alert Service, in person at facilities, and through designated call-down procedures.



### **Alternate Facility Operations**

Procedures and operations for this phase focus on restoring Norfolk State University's essential functions and meeting critical needs for faculty, staff, and students. This phase is initiated by the declaration of an "all clear" condition. The "all clear" condition indicates that the event has ended and that all facilities within the scope of this plan have been secured or that Norfolk State University is ready to provide essential functions from an alternate location(s).

### **Reconstitution**

Reconstitution is the process by which Norfolk State University faculty and staff resume normal operations from the original or an alternate facility. Basic reconstitution planning should occur concurrently with COOP planning. Event-specific reconstitution planning should begin as soon as the COOP plan is implemented. The Reconstitution Manager leads 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 COOP plan coordinates options for reconstructing the institution regardless of the level of disruption requiring implementation. These options include returning from the alternate facility to the primary facility or to a new site if the primary facility becomes unstable.

- **Reconstitution Process.** The institution has developed general guidance and policy on ending alternate facility operations and returning to a non-emergency status at the designated primary facility.
- **Reconstitution Procedures.** The institution has established specific actions to ensure a timely and efficient transition of communications, direction and control, and transfer of vital records and databases back to primary facilities. NSU will develop general guidance and policy on ending alternate operations and returning to a non-emergency status at the designated primary facility.
- **After-Action Report and Remedial Action Plans.** The institution will appoint a task force to assess all phases and elements of the alternate operations and provide specific solutions to correct any areas of concern. NSU will develop a task force to assess all phases and elements of the alternate operations and provide specific solutions to correct any areas of concern.

### **ESSENTIAL FUNCTIONS**

Using the criteria established by the Norfolk State University COOP Team, the institution has identified essential functions and personnel who perform those functions to meet its responsibilities to faculty, staff, and students, including displaced students and visitors.

The institution has also prioritized its functions by determining the recovery time objective (RTO) for essential functions. A listing of the institution's prioritized essential functions and their RTOs, along with all supporting resources, including essential personnel and vital records, systems, and equipment required to execute them, is shown in Table 2.

**Table 2  
Essential Functions**

Priori ty	Essential Function	Essential Personnel and Back-up	Vendors and External Contacts	Vital Records	Equipme nt	Systems	RTO
1	Provide safety and security for students, faculty, and staff	Brian Covington, D. Hyman	Motorola, VA State Police, Southern Software Simplex-Grinnell	VCIN files, personnel files, arrest, traffic, and parking records, RMS	PC, telephone , 2-way radio	RMS, T2 Flex	0 to 12 hours
2	Provide Shelter and Food for students, faculty, and staff	Leonard Brown, Isaiah Lucas, La'Toya Edwards, David Simon, Monique Robinson, Carlos Spruill, Tarrye Venable	Campus Facilities Services Thompson Dining	Contracts	PC, telephone		0 to 12 hours
3	Protect facilities and assets	Brian Covington, Gerald Hunter, Terry Woodhouse, Davida Harrell-Williams, Andrew Carrington, Dennis Jones,	Campus Facilities Services	Blueprints, schematics, and records	PC, telephone , 2-way radios		12 to 72 hours
4	Provide Admin. Services	Justin Moses, Karen Pruden, Stevalynn Adams, Sandra F. Monroe-Davis,	Benefit Providers, DHRM, VITA	Payroll, personnel records	PC, telephone	Internet Access to CIPPS, Banner	72hr. to 1 week
5	Restore Educational Services	Aurelia Williams, George Miller, Dennis Montgomery, Academic Deans	SACS	Academic Records, student rosters, Faculty records, accreditation review files	PC, telephone	Banner, Blackboa rd	1 week to 30 days

## ORDERS OF SUCCESSION

This section lists the orders of succession for the President, designated leaders of the institution or other essential personnel.

**Table 3**  
**Orders of Succession**

Key Position	Successor 1	Successor 2	Successor 3	Successor 4
President	Provost	Chief of Staff	VP for Student Affairs	VP for Admin. & Finance
Chief of Police	Deputy Chief	Police Operations Lieutenant	Administrative Lieutenant	
VP, Finance and Admin	AVP, Finance and Admin.	Auxiliary Services Director	AVP Facilities Mgmt.	
VP, Operations & Chief Strategists	AVP, Communications & Marketing,	AVP, Operations		
Provost & VP of Academic Affairs	Vice Provost Academic Administration			
VP, Student Affairs	Senior Assoc. VP, Student Affairs	Dean of Students	Asst. VP, Campus Life & Diversity	Director, Housing & Residence Life

## DELEGATIONS OF AUTHORITY

This section lists the delegations of authority for the President, designated leaders of the institution, or other essential personnel, with the triggering conditions, procedures, and limitations of the delegation.

**Table 4**  
**Delegations of Authority**

Authority	Position Holding Authority	Triggering Conditions	Procedures	Limitations
Cancellation of University operations	President	Physical absence AND inability to reach by pager and/or cell phone	Vice Presidents notified of the decision	None
Cancellation of all classroom instruction	VP of Academic Affairs	Physical absence AND inability to reach by pager and/or cell phone	VP of Finance & Administration, VP Operations, contacted for agreement	None
Authorization for emergency procurement	VP of Finance and Finance	Physical absence AND inability to reach by pager and/or cell phone		None
Address all media concerns	Director of Media Relations	Physical absence AND inability to reach by pager and/or cell phone		None
Implementation of COOP	Chief of Staff	Physical absence AND inability to reach by pager and/or cell phone	The Chief of Police is contacted for a decision	None
University Evacuation	President	Physical absence AND inability to reach by pager and/or cell phone	Chief of Staff & VPs notified of the decision	

## ALTERNATE FACILITY LOCATIONS

Norfolk State University recognizes that normal operations might be disrupted and that there might be a need to perform essential functions at an alternate facility location. Alternate facility locations are listed below or in an appendix each department should have an alternate operating identified in its department plan

**Table 5**  
**COOP Alternate Facility Location Sites**

<b>Alternate Facility Location Information (On Campus Site)</b>	
<b>Address</b>	Nursing and General Ed. Building
<b>Telephone Number</b>	
<b>Alternate Location Official</b>	
<b>Directions</b>	See attachment
<b>Map</b>	See attachment
<b>Alternate Location Information (Off-Campus Site)</b>	
<b>Address</b>	Va. Beach Higher Education Center 1881 Concert Dr. Va. Beach, Va.
<b>Telephone Number</b>	(757) 368-6348
<b>Alternate Facility Location Official</b>	Dr. Dennis Montgomery
<b>Directions</b>	
<b>Map</b>	

## GO-KITS

### Professional Go-Kit

The professional go-kit should contain standard operating procedures, emergency plans, operating orders or regulations, and other relevant guidance that is not already pre-positioned at an alternate facility location. Other documents that could be included in the go-kit are:

- COOP Plan;
- Current contact lists for personnel and external parties;
- Formatted computer diskettes, CD-ROMs or memory sticks;

- General office supplies (small amount);
- Cellular telephones
- Office telephone contact list;
- Current equipment report;
- Current software report; and
- Current vital records, files and databases,
- Communications equipment,
- Computer equipment,
- Memorandums of Agreement.

## **MULTI-YEAR STRATEGY AND PROGRAM MANAGEMENT**

This section describes the overall management of the COOP program. It includes the names of the members of the Executive Steering Team and the COOP Team, along with details of their roles and responsibilities.

The Executive Steering Team and the COOP Team are responsible for implementing the Norfolk State University COOP program. While the COOP Plan serves as the guide during activation and recovery, the COOP program provides the framework and structure to guide continuity of operations planning.

Members of these teams are listed in Tables 6 and 7.

Suggested roles and responsibilities for the Executive Steering Team include:

- Setting institution-wide policy;
- Providing budgetary support to COOP planning efforts;
- Resolving issues and conflicts escalated from the COOP Team; and
- Acting on or authorizing the COOP Team's recommendations.
- Developing alternate facility location strategies and site assignments;
- Resolving resource conflicts between organizational units;
- Mandating faculty and staff policies to facilitate COOP plan implementation;
- Prioritizing essential functions across the entire institution; and
- Issuing communications policies, including:
  - Alerting students, faculty, and staff; and
  - Communicating with the public and media.

Suggested roles and responsibilities of the COOP Team include:

- Maintaining documents that grant authority for the creation, modification, ongoing maintenance, and execution of the COOP Plan;
- Identifying issues that will impact on the frequency of changes required to the COOP Plan;
- Establishing a review cycle;

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- Establishing a testing and exercise cycle; and
- Guiding and prioritizing mitigation activities that the departments need to undertake.

**Table 6**  
**Norfolk State University Executive Steering Team**

**Chair: Dr. Gerald Hunter, VP, Finance & Administration**

**Co-Chair: Dr. Justin Moses, VP, Operations & Chief Strategist**

Name	Title and Department	Office Phone	Home Phone	E-mail Address
Tanya White	Chief of Staff Office of the President	(757) 8232886		
Aurelia Williams	Vice President of Academic Affairs	(757) 8232615		
Gerald Hunter	Vice President for Administration and Finance	(757) 8238011		
Brian Covington	Chief of Police	(757) 8232394		
Clifford Porter	Vice President for Advancement			
Stanley Donaldson	Director, Media Relations	(757) 8232119		
Justin Moses	VP for Operations & Chief Strategist	(757) 8238670		
Leonard Brown	Vice President for Student Affairs	(757) 8238141		

**Table 7**  
**Norfolk State University COOP Team**

**COOP Team Coordinator:** VP, Finance and Administration

**Assistant COOP Team Coordinator:** Chief of Police

Name	Title and Department	Office Phone	Home Phone	E-mail Address
Tanya White	Chief of Staff	(757)8232886		
Brian Covington	Chief of Police	(757)8232394		
Vanessa Jenkins	Ex. Director of Wellness	(757)8238054		

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Isaiah Lucas	Residence Life			
Carlos Spruill	AVP, Facilities Management	(757)8239545		
Cheniqua Goode	Director of Counseling Services	(757)3555154		
Richard Shank	Institutional Safety Officer,	(757)8239142		
Stanley Donaldson	Director Media Relations	(757)8232119		
Aurelia T. Williams	Vice President for Academic Affairs	(757) 8232615		
Leonard Brown	Vice President for Student Affairs	(757)8238141		
Gerald Hunter	Vice President for Finance & Administration	(757)8238011		
Sandra F. Monroe-Davis	Director of OIT	(757)8232916		
Monique Robinson	Procurement Services	(757)7853851		
Stevalynn Adams	AVP Communications & Marketing	(757)8238373		
Justin Moses	Vice President, Operations & Chief Strategist	(757) 8238670		
Karen Pruden	AVP, Human Resources	(757)8239159		
Karla Amaya-Gordon	AVP, Finance and Controller	(757)8238345		

## TRAINING, TESTING, AND EXERCISES

This section discusses the training, testing, and exercise procedures of the COOP plan and the faculty and staff. This section addresses how often training is conducted for new and current staff, faculty, and executives, and when the plan is tested and exercised.

To maintain the institution's COOP capability, an all-hazard COOP training, testing, and exercise program will be established. Major components of this program will include training all faculty and staff in their COOP responsibilities; conducting periodic exercises to test and improve COOP plans and procedures, systems, and equipment; and instituting a multi-year process to ensure continual plan updates in response to changing conditions.

### Training

Listed below is the type of training new and existing faculty and staff, as well as essential and supportive personnel, will receive.

- 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

Norfolk State University will be utilizing the following tests and exercises to evaluate the capabilities of its COOP plan. A description of the tests, exercises, and their purpose will be provided in this section, as well as a testing, training, and exercise schedule.

**Drills or System tests** are coordinated and supervised activities normally used to exercise a single specific operation, function, or system. They evaluate response time or performance against recovery time objectives (RTOs); provide training with new equipment or procedures; or enable practice using current skills.

**Exercises** are conducted to validate elements of the COOP plan, both individually and collectively. Exercises should be realistic simulations of an emergency. Exercises should: promote preparedness; improve the response capability of individuals and the university, validate plans, policies, procedures, and systems; and assess the effectiveness of command, control, and communications functions. The types of exercises that will be conducted at Norfolk State University are:

- Tabletop exercises, which simulate an activation of the COOP plan in an informal, stress-free environment.
- Functional exercises, which are interactive exercises performed in real time that test the capability of the college or university to respond to a simulated emergency.
- Full-Scale exercises that simulate emergency conditions through field exercises designed to evaluate the execution of the COOP plan in a highly stressful environment.

**Table 8**  
**Testing, Training and Exercise Schedule**

Types	Participants	Frequency	Location
Drill	Successors	Quarterly	Training Room or Alternate Facility
Tabletop	Essential Personnel Successor	Annually	Training Room or Alternate Facility
Tabletop	Senior Management	Annually	Training Room or Alternate Facility
Tabletop	Executive Leadership Senior Management	Annually	Training Room or Alternate Facility
Full-Scale	Essential Personnel	Annually or Bi-annually	Alternate Facility

**Exercise Evaluation**

The evaluation of the exercise or actual event will identify systemic weaknesses and suggest corrective actions that will enhance the University’s preparedness. Immediately after the exercise or actual event, the COOP Team members will complete an After-Action Report (AAR). The AAR should address critical concerns, issues, and pitfalls. Leadership, management, and essential personnel will participate in the AAR. Recommendations that affect alert and notification, COOP plan activation/implementation, or any operational issues, will be developed and incorporated into the COOP plan. Recommendations for changes to the COOP plan should be developed and incorporated into the COOP annual review process.

**COOP PLAN MAINTENANCE**

**Plan Maintenance**

Norfolk State University’s Department of Police leads in ensuring that the Basic Plan and Department COOP plans are updated and maintained in accordance with established schedules. When the plan is updated, it should be reissued with the update recorded on the COOP Plan Record of Changes.

The following is a list of standard activities needed to maintain basic and departmental COOP plans, along with their frequency.

**Table 9  
COOP Plan Maintenance Schedule**

Activity	Tasks	Frequency
Plan update and certification	Review the 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
Maintain alternate location readiness	Check all systems. Verify accessibility. Provide cycle supplies and equipment as necessary.	Monthly
Monitor and maintain the vital records program	Monitor the volume of materials. Update and remove files.	Ongoing
Revise COOP checklists and contact information for essential personnel	Update and revise COOP checklists. Confirm and update essential personnel information.	Annually

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Train new members	Provide an orientation and training class Schedule participation in all training and exercise events	Within 30 days of the appointment
Orient new policy officials and senior management	Brief officials on COOP Brief each official on his/her responsibilities under the COOP	Within 30 days of the appointment
Plan and conduct exercises	Conduct internal exercises Conduct joint exercises with local, regional, and/or state agencies Support and participate in inter-university exercises	Semi-annually Annually Annually or as needed

The following table indicates where procedures supporting key COOP activities can be located.

<b>Checklist/Procedure</b>	<b>Location</b>
COOP Alert and Notification checklist and procedures	Police Department
COOP activation checklists and procedures	Police Department
Roster of fully equipped and trained personnel	Police Department and Facilities Management
Personnel accountability procedures	Individual Departments
Procedures for employee advisories, alerts, and instructions	Police Department
Site-support procedures	
Resource acquisition	Finance and Administration
Building evacuation plan	Each Building
Assembly site(s) and deployment	Individual building coordinator
Protection and safeguarding of vital records and databases	Information Technology
Order of succession implementation in emergency conditions SOP	Chief of Staff
Communication to critical customers	University Relations
Contingency procedures for the availability of vital records and databases	Information Technology
Annual review and remedial action plan	Chief of Staff
Pre-positioned resources and drive-away kit	Police and Facilities
COOP Team	
Facility vulnerability assessment, Hazardous Materials Plan	
Unit COOP implementation plans	Individual Departments
Relocation group rosters and updates	Human Resources Management
Logistical support	Finance and Accounting
Mobile communications support	Police Department and OIT

**Table 10**  
**COOP Plan Implementation Procedures Checklist**

<b>Item</b>	<b>Task</b>	<b>Task Assigned To</b>	<b>Date and Time Completed</b>
<b>Activation and Relocation</b>			
1	Receive notification of the event		
2	If necessary, conduct an evacuation		
3	Conduct a headcount of personnel		
4	If necessary, contact Emergency Responders (fire, police, EMS)		
5	Ensure that safety measures are put into effect		
6	Contact the Building Maintenance Department to shut down utilities to limit further damage		
7	Direct and assist emergency personnel, as required		
8	If needed, invoke the succession of leadership		
9	Initiate personnel notification using the Rapid Recall List		
10	Activate the department's Continuity of Operations Plan		
11	Hold the department's response meeting at predetermined site		
12	Assemble supporting elements required for re-establishing and performing essential functions at an alternate location: <ul style="list-style-type: none"> <li>■ Vital files, records, and databases</li> <li>■ Critical software</li> <li>■ Critical equipment</li> </ul>		
13	Assemble the remaining documents required for the performance of all other essential functions to be performed at the alternate location		
14	Initiate external communication for applicable external contacts		
15	Prepare designated communications and other equipment for relocation		

Item	Task	Task Assigned To	Date and Time Completed
16	Take appropriate preventive measures to protect other communications and equipment that will not be relocated		
17	Make computer connectivity and telephone line transfers to the designated alternate location		
18	Ensure drive-away kits are complete and ready for transfer		
19	Begin movement of key personnel to the alternate location		
20	Provide support to the local Emergency Operations Center, if required		
21	Develop a detailed status of the situation for senior leadership		
22	Notify remaining personnel and appropriate departments for movement to the alternate location		
<b>Alternate Facility Operations</b>			
23	Notify other local departments, customers, the state, and surrounding jurisdictions that operations have shifted to an alternate location		
24	Organize personnel and account for supportive personnel		
25	Develop shift rotations		
26	Determine which essential functions have been affected		
27	Develop a status report		
28	Prioritize essential functions for restoration		
29	Track the status and restoration efforts of all essential functions		
30	Administrative actions to assemble, such as: <ul style="list-style-type: none"> <li>■ On-site telephone</li> <li>■ E-mail and telephone directory</li> <li>■ Workforce office plan</li> <li>■ Lodging and dining plan as appropriate</li> </ul>		

31	<p>Occupy workspace:</p> <ul style="list-style-type: none"> <li>■ Store gear and equipment</li> <li>■ Store vital files, records, and databases</li> <li>■ Telephone test, fax, e-mail, radio, and other communications</li> <li>■ Establish communications with essential support elements and office elements</li> </ul>		
32	Ensure all critical equipment, critical software, and vital files, records, and databases are available at an alternate location		
33	Coordinate procurement of additional equipment, as required		
<b>Reconstitution</b>			
34	Resume operations		
35	Appoint a logistics manager		
36	Inventory and salvage usable equipment, materials, records, and supplies from the destroyed facility		
37	Survey the condition of the office building and determine the feasibility of salvaging, restoring, or returning to the original offices when the emergency subsides or is terminated		
38	Develop long-term reconstitution and recovery plans		
39	Track the status and restoration efforts of all essential functions		
40	Conduct the transition of all functions, personnel, and equipment from the alternate location back to the designated facility		
41	Determine the loss of the department's inventory for insurance report		
42	Schedule initial review meetings with clients, public, and vendors to hold a briefing		
43	Develop and communicate a press release		



## ACRONYMS AND DEFINITIONS

### Acronyms

<b>AAR</b>	After Action Report
<b>COG</b>	Continuity of Government
<b>COOP</b>	Continuity of Operations
<b>DHS</b>	Department of Homeland Security
<b>DRT</b>	Disaster Recovery Team
<b>EAS</b>	Emergency Alert System
<b>ECO</b>	Emergency Coordination Officer
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EMAP</b>	Emergency Management Accreditation Program
<b>FEMA</b>	Federal Emergency Management Agency
<b>GIS</b>	Geographic Information System
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>ICS</b>	Incident Command System
<b>ITDR</b>	Information Technology Disaster Recovery
<b>MOU</b>	Memorandum of Understanding
<b>NIMS</b>	National Incident Management System
<b>NWS</b>	National Weather Service
<b>OCP</b>	Office of Commonwealth Preparedness
<b>SMA</b>	Statewide Mutual Aid
<b>VDEM</b>	Virginia Department of Emergency Management
<b>VERT</b>	Virginia Emergency Response Team

### Definitions

**Activation** – When all or a portion of the COOP plan has been put into motion.

**Alternate Location** – A location, other than the normal facility, used to process data and/or conduct essential functions in the event of a disaster. Similar Terms: Alternate Processing Facility, Alternate Office Facility, and Alternate Communication Facility.

**Business Impact Analysis** – The process of determining the potential consequences of a disruption or degradation of business functions.

**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 of Operations (COOP)** – The effort to ensure that the capability exists to continue essential functions across a wide range of potential emergencies.

**Continuity of Operations Coordinator** – Serves as the institution’s manager for all COOP activities. The Coordinator has overall responsibility for developing, coordinating, and managing all activities required for the institution to perform its essential functions during an emergency or other situation that would disrupt normal operations. The first step in the COOP planning process is selecting a COOP Coordinator.

**Continuity of Operations (COOP) Plan** – A set of documented procedures developed to provide for the continuance of essential business functions during an emergency.

**Delegations of Authority** – Pre-delegated authorities for making policy determinations and decisions at headquarters, field levels, and other organizational locations, as appropriate.

**Devolution** – The capability to transfer statutory authority and responsibility for essential functions from an institution’s primary faculty, staff, and facilities to alternate faculty, staff, and facilities and to sustain that operational capability for an extended period.

**Emergency Coordination Officer (ECO)** – Serves as the communication liaison between the Office of Commonwealth Preparedness, VDEM, and each institution. Pursuant to Executive Order 65 (2004), the ECO is assigned the following responsibilities, which may have been delegated to others within the institution:

1. Coordinate with the Department of Emergency Management on emergency preparedness, response, and recovery issues;
2. Prepare and maintain designated parts of the plan for which the agency is responsible;
3. Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the plan;
4. Maintain a roster of agency personnel to assist in disaster operations and ensure that people on the roster are accessible and available for training, exercises, and activations of the plan;
5. Coordinate appropriate training for agency personnel assigned to disaster operations;
6. Prepare and maintain internal emergency preparedness, response, and recovery plans for the agency’s resources (facilities, personnel, and assets) that outline a comprehensive and effective program to ensure continuity of essential state functions under all circumstances;
7. Assure the State Coordinator of Emergency Management that preparedness plans for its facilities are coordinated with the applicable local emergency management agency.

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

**Essential Functions** – Activities, processes, or functions which could not be interrupted or unavailable for several days without significantly jeopardizing the operation of an organization.

**Emergency Management Assistance Compact** – A 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.

**Essential Personnel** – Personnel designated by their division as critical to the resumption of essential functions and services.

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

**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 has the equipment and resources to recover the business functions affected by the occurrence of a disaster. Hot sites may vary in the types of facilities offered (such as data processing, communication, or other essential business functions requiring duplication). The location and size of the hot site will be proportional to the equipment and resources required. A fully equipped facility, which includes stand-by computer equipment, environmental systems, communications capabilities, and other equipment necessary to fully support an organization's immediate work and data processing requirements in the event of an emergency or a disaster.

**Implementation Procedures Checklist** – A list of the immediate actions to take once the COOP plan is implemented.

**Incident Command System (ICS)** - A management system used to organize emergency response. ICS offers a scalable response to incidents of any magnitude and provides a common framework for people to work together. These resources might come from multiple agencies that don't work together. The system is designed to grow and shrink with the incident, allowing more resources to be smoothly added when needed and released when no longer needed. The key aspect of ICS helps to reduce or eliminate the "who's in charge" problem.

**National Incident Management System (NIMS)** – A consistent nationwide template to enable federal, state, local, tribal governments, private-sector, and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

**Orders of Succession** – A formula that specifies, by position, who will automatically fill a position once it is vacated.

**Reconstitution** – The process by which institution personnel resume normal business operations from the original or replacement primary operating facility.

**Record Retention** – Storage of historical documentation for a set period, 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 continued protection of the public or to promoting the resumption of normal activities in the affected area.

**Recovery Time Objective (RTO)** – The period of time in which systems, applications, or functions must be recovered after an outage.

**Response** – Those activities and programs designed to address the immediate and short-term effects of the onset of an emergency or disaster.

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

**Risk Assessment/Analysis** – An evaluation of the probability that certain disruptions will occur

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and the controls to reduce organizational exposure to such risk.

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

**Statewide Mutual Aid** - A program developed to assist localities to more effectively and efficiently exchange services and resources in response to declared disasters and emergencies. SMA is a local government program established in partnership with the Commonwealth of Virginia. The program provides a framework for resolving some inter-jurisdictional issues and for reimbursing the cost of services.

**Test Plan** – The recovery plans and procedures that are used in a systems test to ensure viability. A test plan is designed to exercise specific action tasks and procedures that would be encountered in a real disaster.

**Vital Records, Systems and Equipment** – Records, files, documents, or databases, which, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or recreation 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.

**Vulnerability** – The susceptibility of a division to a hazard. The degree of vulnerability to a hazard depends upon its risk and consequences.

**Warm Site** – An alternate processing site that is only partially equipped.

