EASTERN MICHIGAN UNIVERSITY
Continuity of Operations Planning (COOP)

EASTERN
MICHIGAN UNIVERSITY
EMERGENCY MANAGEMENT

Laura L Drabczyk
Risk & Emergency Management Director
ldrabczy@emich.edu

- A fire is reported in your administration building?

- A tornado warning is declared for your campus?

- A water pipe bursts in your data center?

- Half of your faculty and staff call in sick?

- A bomb explodes in a classroom?

Continuity of Operations

- The ability of an organization to ensure continuity of service and support for its customers and to maintain its viability before, during and after an incident. *(Disaster Recovery Institute International)*

- A holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience and the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities. *(Business Continuity Institute)*

- **COOP Mission**

  To develop a University wide plan that will facilitate the recovery and resumption of essential functions through the development of plans, procedures and provisions for alternate sites, personnel, resources, interoperable communications and vital records/databases.

- **Project Goals**

  Provide for continued performance of essential division functions under an all-hazards approach
  - Ensure survivability of essential equipment, records, and other assets
  - Minimize business damage and losses
  - Achieve orderly response and recovery from the emergency
  - Ensure succession of key leadership
  - Ensure survivability of Eastern Michigan University in most severe events

Step 1: Initiate COOP Program	Step 2: Impact Analysis & Assess Risk	Step 3: Develop Recovery Strategies	Step 4: Develop COOP Plans	Step 5: Test COOP Plans	Step 6: Update COOP Plans

- The COOP Planning Lifecycle is comprised of 6 steps to guide University divisions through their planning efforts

- COOP methodology follows industry best practices as described by the Disaster Recovery Institute International and the Federal Emergency Management Agency

- COOP is not a "one time" project; it is an ongoing program that will mature over time

- Obtain executive sponsorship
  - Educate management & stakeholders on COOP
  - Gain approvals and support
  - Review organizational roles and responsibilities
    - COOP Plan owner
    - COOP Steering Committee

- Understand Eastern Michigan's current state of COOP readiness and prior COOP efforts

- Create a COOP Project Plan
  - Scope
  - Timelines

- Business Impact Analysis (BIA):
  - A process designed to prioritize essential business functions by assessing quantitative and qualitative impacts
  - Identify resource dependencies (e.g., telecom; vital records, staffing, etc)
    - Recovery Time Objectives (RTO)
    - Recovery Point Objectives (RPO)

- Risk Assessment (RA): Process of identifying the risks & probabilities to an organization
  - Review of potential risks to business processes
  - Review of technical infrastructure and data dependencies

- Identify gaps between function RTO and technical RPO

- Identify process recovery strategies based on the Business Impact Analysis and Risk Assessment Data
  - Recommend risk mitigation measures
  - Develop alternative strategies to meet organizational RTO/RPO requirements
  - Prepare cost benefit analysis and timeline for recommended solutions
  - Evaluate alternative strategies
  - Present to University Leadership
  - Document alternative strategy decisions

- Document recovery strategies and procedures
  - University/Division roles and responsibilities
  - Standard Operating Procedures and checklists

- Create activation procedures
  - Detail communication / notification procedures
  - Establish command and control requirements

- Integrate with University-wide Emergency Management Plan

- **No COOP Plan should be considered complete, unless tested**

- Testing Objectives:
  - Assess the COOP personnel's ability to respond
  - Clarify roles and responsibilities of essential COOP personnel
  - Ensure University and Division specific COOP Plans contain appropriate information and instructions

- Conduct post-exercise evaluation to identify and share lessons learned & opportunities for improvement

- COOP plans are updated as appropriate based on lessons learned from exercises, real events requiring plan activation, essential function changes and personnel reassignments

- Republish and distribute updated plans to appropriate stakeholders

- Regular COOP awareness training for division personnel

Next Steps…

- Appoint a COOP Planning Team consisting of key personnel and two lead coordinators

- Complete the EMU COOP planning worksheet provided by the EMU Emergency Management Office

- Develop, approve and maintain COOP Plan with assistance from EMU Emergency Management.

- Conduct tests, training and exercises of COOP Plan

- Designed so users only have to enter Department/Unit specific information

- Example documents are available through the Emergency Management Office

- Training and Technical Assistance provided by request from Emergency Management personnel

Questions?