

CONTINUITY OF OPERATIONS PLAN (COOP)

**For Colleges, Departments, and Units
at the University of Tennessee, Knoxville**

Name of Unit

College & Department Emergency Management Continuity of Operations Plan (COOP)
University of Tennessee, Knoxville

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I. Introduction

Instructions: To be better prepared, all UT departments and units are required to use this form to complete a Continuity of Operations Plan—to describe how your department will operate during a major emergency such as a fire, earthquake, tornado, influenza pandemic, etc. and recover afterwards to be fully operational. This is your Plan; feel free to augment this template to meet your needs. Use additional sheets if necessary. The *process* of planning for an emergency is very valuable. Be collaborative when drafting this, and seek comments from your staff and leadership. For detailed instructions and more information, see the UT Safety Webpage <http://safety.utk.edu/> or call the Emergency Management Coordinator, Brian Browning at 974-3061. ***(Please include home and cell phone numbers and alternate email addresses)***

College/Department/Unit			
	Developer	Date Plan Finalized	
Plan Development			
Head of Operations	Name	Phone Number	Alt Phone Number
Email address			

II. Emergency Management Planning

An emergency can happen at any time, and no one can predict when it might happen or how severe it will be. It is prudent to plan for one, however. In the event of a major emergency, UT will have the following objectives:

- Minimize the risk of injury to students, faculty and staff by emphasizing preparedness.
- Support students and employees who remain on campus.
- Ensure university facilities & critical functions are maintained during an emergency.
- After the emergency, resume normal teaching, research and service operations as soon as possible.

Planning Assumptions. The following assumptions should be applied to all types of emergencies or disasters.

1. An emergency or a disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
2. The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this plan, should serve only as a guide and a checklist, and may require modifications in order to meet the requirements of the emergency.
3. An emergency or a disaster may be declared if information indicates that such conditions are developing or probable.
4. Disasters may be community-wide. Therefore it is necessary for the University to plan for and carry out disaster response and short-term recovery operations in conjunction with local resources.

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III. Background Information for Pandemic Influenza

An influenza pandemic is different than most emergencies in that it is a global public health emergency. For this reason, additional planning assumptions have been provided. Three influenza pandemics have occurred in the last century, and public health experts predict that another is likely sometime in the future. In the event of an influenza pandemic, UT will have the following objectives:

Planning Assumptions. Although no one knows the precise characteristics of the next influenza pandemic, UT is basing its plans on the following assumptions:

1. To reduce the risk of illness, public health officials may request that UT take social distancing measures such as canceling public events and suspending classes. If a severe outbreak were to occur, we should expect to suspend on-campus classes for 8-10 weeks.
2. Employee absenteeism will reach 40 percent for periods of about 2 weeks at the height of a pandemic wave, with lower levels of staff absent for a few weeks on either side of the peak.
3. For planning purposes, assume that absent employees include leaders, heads and personnel with primary responsibility for critical functions.
4. Fifty percent of your supplies will not be available during the 8-10 week period of a closure.
5. For planning purposes, assume that two waves will occur during either fall or spring semester.
6. It is unlikely that students, faculty and staff will be subject to mandatory quarantine orders. Instead, public health officials will rely on voluntary social distancing measures.

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IV. Governance, Command, & Control

A. Your Department's Critical Functions

List below your department's functions that are critical to operational continuity and/or recovery, and who is responsible for them. Make sure that alternates are sufficiently cross-trained to assume responsibilities.

Critical Function:			
	Primary	Alternate	Second Alternate
	People Responsible		
	Phone Numbers		
Critical Function:			
	Primary	Alternate	Second Alternate
	People Responsible		
	Phone Numbers		
Critical Function:			
	Primary	Alternate	Second Alternate
	People Responsible		
	Phone Numbers		
Critical Function:			
	Primary	Alternate	Second Alternate
	People Responsible		
	Phone Numbers		
Critical Function:			
	Primary	Alternate	Second Alternate
	People Responsible		
	Phone Numbers		
Critical Function:			
	Primary	Alternate	Second Alternate
	People Responsible		
	Phone Numbers		

Review your department's key personnel, leaders, heads and those responsible for the above critical functions to identify your department's **"emergency employees."** Your department's Human Resources Facilitator should identify those people in IRIS (this capability is forthcoming). For more information on emergency

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employees, see Section M below or UT Safety Webpage <http://safety.utk.edu/>. We encourage all employees to add personal contact information in the IRIS system within Human Resources section under personal data, which is kept as private information from outside organizations by default. This contact information can be used in an emergency.

B. Your Department's Leadership Succession

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

	Name	Phone Number & Email Address	Alt Phone Number & Email Address
Director/Department Head			
First Successor			
Second Successor			
Third Successor			

C. Employees with Special Skills/Knowledge

List here those employees with special knowledge or skills, which could be utilized during an emergency.

Name	Skills/Knowledge	Current Position	Contact Information

D. Your Department's Objectives

Considering your department's unique mission, describe your teaching, research and service objectives

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E. More Information About Your Department

Please note below information for your department's contact. *(Please list home and cell numbers)*

	Name	Phone Number	Address
COOP Contact			
Email address			
Dept. locations			

Please indicate below the principle nature of your department's operations (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Instruction
<input type="checkbox"/> Laboratory research
<input type="checkbox"/> Other research
<input type="checkbox"/> Administration | <input type="checkbox"/> Student life support
<input type="checkbox"/> Research support
<input type="checkbox"/> Facilities support
<input type="checkbox"/> Other (describe): _____ |
|--|---|

Please indicate any hazardous chemicals or supplies stored/used in your department. This information will be useful for emergency response personnel (attach additional sheet(s) if necessary). Also, you should include this information in the Facilities Services Chemical Inventory <http://www.pp.utk.edu/ChemInv/default.htm>.

Chemical Name	Quantity	Location

V. Emergency Communication Systems

All UT employees are responsible for keeping informed of emergencies by monitoring news media reports, UT's home page, and calling the Emergency Hotline (TBD).

To rapidly communicate with employees in an emergency, we encourage all departments to prepare and maintain a call tree and insure personnel contact information is updated in the IRIS system. Note below the system(s) you will use to contact your employees in an emergency. Departments should identify multiple communication systems that can be used for backup, after hours, when not on campus, or for other contingencies.

- | | | |
|--|--|--|
| <input type="checkbox"/> Phone
<input type="checkbox"/> Call tree
<input type="checkbox"/> Instant messaging | <input type="checkbox"/> Email
<input type="checkbox"/> Departmental web site
<input type="checkbox"/> Other (describe): _____ | <input type="checkbox"/> Direct connect (e.g., Nextel)
<input type="checkbox"/> Pager |
|--|--|--|

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A. Emergency Access to Information and Systems

If access to your department's information and systems is necessary in an emergency, describe your emergency access plan below. This may include remote access (or authorization to allow remote access), contacting IT support, Blackboard, off-site data backup, backup files on flash drives, hard copies, Blackberry/Treo or use of alternate email systems (e.g., Yahoo).

B. Key Internal (Within UT) Dependencies

All UT departments rely on OIT, Payroll/Purchasing/Finance, Police and Facilities Services. List below the other products and services upon which your department depends and the internal (UT) departments or units that provide them.

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

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C. Key External Dependencies

List below the products, services, suppliers and providers upon which your department depends. We recommend that you encourage them to prepare continuity of operations plan.

Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		
Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		
Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		
Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		
Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		

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VI. Mitigation Strategies

Considering your objectives, dependencies and critical functions, describe below the steps you can take now to minimize the impact on your operations. For example, you may wish to stock up on your critical supplies or develop contingency work-at-home procedures (must be approved by supervisor and University Emergency Management Team). A sufficient amount of critical supplies will be purchased & maintained by central administration. This may be the most important step of your emergency planning process. Formulation of your mitigation strategies may require reevaluation of your objectives and functions.

VII. Exercising Your Plan & Informing Your Staff

Share your completed Plan with your staff. Hold exercises to test the Plan and maintain awareness. Note below the type of exercises you will use and their scheduled dates. For assistance in exercising your Plan, contact the University Emergency Management Coordinator, (Office of Senior Associate Vice Chancellor Finance and Administration) Brian Browning at 974-3061.

- | | |
|---|--|
| <input type="checkbox"/> Staff orientation meeting

<input type="checkbox"/> Call tree drill

<input type="checkbox"/> Tabletop exercise

<input type="checkbox"/> Interdepartmental exercise

<input type="checkbox"/> Other drill (describe): _____ | <input type="checkbox"/> Emergency communication test

<input type="checkbox"/> Off site information access test

<input type="checkbox"/> Unscheduled work at home day

<input type="checkbox"/> Emergency assembly drill |
|---|--|

Exercise Dates
Staff Distribution Date

Unit Communication Test: The ability to communicate information quickly and efficiently to everyone in your unit is important to the success of our response to this kind of event. This is a simple test of your unit communication plan that can be conducted on a regular basis. (see Appendix I for template)

Unit Operation Test: The greatest operational issue for a pandemic influenza response is absenteeism. This is a simple test that can be conducted in less than 15 minutes during a staff or safety meeting. (see Appendix I for template)

**Note: Both tests can be utilized for any type of emergency test.*

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ANNUAL UPDATE ACTIVITIES	PERSON RESPONSIBLE		Completion DATE
	Primary	Alternate	
Attend Annual Training Meeting			
Schedule Unit Review Meeting			
Update Unit Plan			
Notify Facilities Services of any building leaks or breaches in building integrity in your area			
Establish a list of suppliers & vendors for specialized recovery operations			
Distribute copies of the updated Unit Plan			
Forward an electronic copy of the updated Unit Plan to the Emergency Management Coordinator			

VIII. Recovery After the Emergency

Describe your plan to fully resume operations as soon as possible after an emergency (i.e. pandemic) has passed. Identify and address resumption/scheduling of normal activities and services, work backlog, resupply of inventories, continued absenteeism, the use of earned time off, and emotional needs.

A. Special Considerations for Your Department

Describe here any additional or unique considerations that your department may face in a disaster.

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IX. Additional Resources and Information

The following is a list of resources, guidelines, and information that will help you plan for a pandemic influenza. For a detailed description of these resources, see UT webpage.

Workplace Dispersement Guidelines

As explained in the Guidelines at the UT webpage, increasing the physical distance between employees to three to six feet will reduce influenza transmission risk from coughing, sneezing or speaking. During a pandemic, guidelines such as these will encourage employees to reduce face-to-face contact between employees, where possible.

Pandemic Influenza Fitness to Work Guidelines

Employees who are sick should not report to work. Procedures to reduce the workplace risk of transmitting influenza are described in the Fitness to Work Guidelines at UT webpage

Emergency Employee Selection Guidelines

Departments should identify as “emergency employees” their employees who are responsible for performing functions that are absolutely critical to the continuation of core university operations (e.g., protection of health, safety, or property, support of campus health service or payroll, etc.) during a multi-week public health emergency or other disaster when classes and most other university activities are suspended. “emergency employees” must satisfactorily perform their responsibilities in an emergency.

Personal Protection Equipment

To date, the U.S. Centers for Disease Control (CDC) has issued pandemic influenza personal protective equipment (PPE) guidance only for patient care. The CDC is not likely to issue additional pandemic influenza PPE guidance until the threat becomes imminent. When CDC does issue guidance, UT will follow it to provide the specified PPE (e.g., masks, gloves) to employees in CDC-identified high risk job classifications, and to employees who perform high risk duties identified by CDC.

UT assumes that future CDC guidance will address the PPE needs of certain employees who care for sick students. We have therefore purchased limited quantities of masks, hand sanitizing gel, cleaning disinfectants, and gloves for those employee classifications who work for the Student Health Service, Housing, and Police personnel.

(We believe that some students with influenza may need to live in student housing during the pandemic if stranded and have no other place of refuge.) Since CDC’s PPE recommendations will rely on a high level of risk (e.g., direct contact via care for sick patients), it is *not* likely that UT’s limited PPE stocks will be available to all employees that departments may designate as “emergency employees.” Departments that wish to assess their PPE needs for pandemic influenza should contact the Department of Environment, Health and Safety for guidance: 865-974-5084.

Home Emergency Planning for Individuals and Families

Employees, students and their families should plan for any type of emergency that could impact them in their home, apartment or residence hall. Don’t wait—an emergency can occur at any time. Hurricane Katrina taught us that employees may not show up for work if they are concerned for the safety and security of their families. See UT Emergency Management webpage for home emergency planning information. We recommend that your employees receive the following information, available via that site:

- Guide for Individuals and Families
- Family Health Information Sheet
- Pandemic Flu Planning Checklist for Individuals and Families
- Emergency Contacts Form

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X. COOP Submission & Sources

Thank you for completing your department's Emergency Management Continuity of Operations Plan (COOP). Please submit an electronic copy of this plan to the University's Emergency Management Coordinator, Brian Browning at brian-browning@utk.edu.

Sources

University of North Carolina at Chapel Hill - http://ehs.unc.edu/healthy/pandemic_flu.shtml

Center for Disease Control (CDC) - <http://www.pandemicflu.gov/>

Knox County Health Department (KCHD) http://knoxcounty.org/health/emer_prepare/pandemic_flu.php

UC Davis - <http://safetyservices.ucdavis.edu/emergencymgmt/AvianInfluenza.cfm>

UNIT COMMUNICATIONS TEST:

This test can be conducted on a regular basis. It is recommended that it be conducted at least once a month.

Communication Test:

- Develop a test message to be delivered to all persons in this unit; for example:
“This is a test message from <name> in <insert name of unit>. We are testing our ability to communicate information to our <students, staff, faculty, visitors>. When you receive this message, please respond to <response site >.
- Designate a response site (i.e: VM box, email address) for responses.
- Use contact lists for unit, and persons identified in unit COOP (Sections B & D) to deliver a test message.
- Select a date/time to conduct this test, and a time frame in which to collect responses (flexible – generally 24-48 hours).
- Send message.
- Tabulate responses.
- Report results to unit management team and to university Emergency Management Coordinator, Brian Browning at brian-browning@utk.edu.

PANDEMIC (<Other emergency >) UNIT OPERATIONS TEST WORKSHEET

Unit:
Message:
Delivered by (names):
Method of delivery (email, voice mail, etc)

Date/time message delivered:	Responses accepted until (date/time):
Message delivered to how many staff/faculty?	Number of responses received?

COMMENTS

UNIT OPERATIONS TEST:

This test can be conducted during a staff/safety meeting and can be conducted multiple times.

Operations Test:

- Place names of persons attending the staff/safety meeting on pieces of paper and place into a container.
- Pull out half of those names. Separate the groups whose names were drawn from those who names were not drawn.
- Distribute the worksheet below to one of those groups and read the message.
- Allow for no more than a 10 minute discussion.
- Tabulate response to the questions.
- If time allows, repeat exercise for other group.
- Discuss test and how to improve internal unit plans
- Report results to management team and to university Emergency Management Coordinator, Brian Browning at brian-browning@utk.edu

PANDEMIC (<Other emergency>) UNIT OPERATIONS TEST WORKSHEET

UNIT: _____
DATE/TIME: _____

MESSAGE:

General: Cases of influenza have been verified in the U.S., some of those cases in Tennessee. There is a public health alert notice from the State Department of Health Services. School absenteeism rates (all levels) are extremely high, and there have been “unusually light” commutes the last few days. There is high absenteeism in all offices. Some stores have remained closed because of high employee absenteeism and the ones that are open are packed with consumers trying to purchase supplies. All business is disrupted, which includes normal deliveries of goods and services.

Specifically at UT Knoxville: While there haven’t been any confirmed cases of influenza in the Knoxville area, students are leaving as they are being called home by parents. There is high absenteeism among faculty and staff. The campus Emergency Operations Center is activated and monitoring developments. You are the staff that has reported for work today:

The Emergency Operations Center is asking for a report from our unit:

1. What is your absenteeism rate?
2. What are your unit’s critical functions for today?
3. Can you maintain those with the staff that is present?
4. What kind of additional assistance do you need?

COMMENTS:

Appendix B.

DAMAGE ASSESSMENT

Once the disaster event is over the following actions will take place:

1. University Police in conjunction with the EMT will determine if the campus is safe.
2. Facilities Services will determine if buildings are safe and complete damage assessment reports for each building.
3. Faculty & staff will be instructed to assist with the restoration of university operations by completing the following damage assessment reports for building contents.

Units that have extensive recovery steps (Facilities Services, EH&S, University Police, and others) will need to develop, maintain and attach Emergency Action Plans that identify personnel, procedures and a timetable to restore critical services. (Insert as Attachment #2)

Initial Damage Assessment – Offices, Rooms, etc.

Building _____ Room _____ Inspected By _____ Date _____

Category	Condition	Priority
Electrical Equip.		
Computers		
Printers		
Monitors		
Peripherals		
Copiers		
Calculators		
Other		
Communications		
Telephones		
Cellular Phones		
Two-way Radios		
Fax Machines		
Switchboard		
E-mail		
Other		
Supplies		
Paper		
Forms		
Other		
Furniture		
Chairs		
Desks		
Credenzas		
Tables		
Other		

Initial Damage Assessment – Labs

Building _____ Lab _____ Inspected By _____ Date _____

Category	Condition	Priority
Critical Substances		
Radioactive		
Gasses		
Flammable Materials		
Biological		
Spills		
Power		
Temperature Sensitive		
Ventilation Control		
Laser		
Life Support		
Animals		
Other		
Other		
Other		

Attach Response Plans to address specific disaster situations as necessary. As an example, listed below is an Emergency Action Plan for a building fire.

Emergency Action- Fire Plan (Department Name)

Fire is the most likely event that would necessitate an evacuation. However, there are other events such as a bomb threat, chemical spill, structural failure, workplace violence and more that could also require evacuation. The procedures below are general in nature and you should never endanger yourself or anyone else by strict adherence to these guidelines.

For additional information about this plan, contact _____ (name or job title of person in the department)

Every department should have a primary safety contact and at least one (preferably two) backups. The safety contacts for this department are _____

I. When you encounter a fire:

- a. **Rescue** anyone in danger if safe to do so
- b. **Evacuate** the immediate area using the nearest exit (*consider listing exits*) and close all doors
- c. **Activate the nearest fire alarm pull station** (*alternate means of notification will be necessary for buildings that lack a fire alarm system*)
- d. **Use the nearest fire extinguisher** if the fire is small, not blocking a means of escape and is producing a limited amount of smoke.
- e. Have someone **call 911** to report the fire from a safe location

II. When fire alarm sounds in your area:

- a. Promptly **close all doors and windows**
- b. Department safety personnel will **check areas to ensure evacuation is complete**. Mobility-impaired individuals will be assisted out of the building or to _____ (*a designated area of refuge*) by _____ (*department safety personnel*).
- c. **Exit the building** using the nearest exit (*consider listing exits*) and proceed to _____ (*a meeting point at least 50 away from the building and not in a street*)
- d. If feasible, a **head count** should be taken. Notify the fire department when they arrive of anyone that may be in the building, including physically-challenged individuals
- e. **Do not re-enter** the building until so directed by police or fire officials

Appendix C.

Emergency Action Plans

Employee Knowledge – Employees shall be training in this plan at the time of initial assignment, when the plan or the employee’s responsibilities change and at least every three years. More frequent training is recommended for department safety contacts. The department shall keep a record of training.

Emergency Action Plan Review – This plan shall be reviewed/revised by _____ (department head or designee) on _____ (date of most recent review/revisions)

Other Events That May Require Department-Specific Plans

Contact Environmental Health and Safety (974-5084) if your department needs assistance in developing an emergency action plan for any of the following:

- A. Utility Outage or Failure
 - 1. Water
 - 2. Electricity
 - 3. Heating/Cooling
 - 4. Computer
 - 5. Security System
 - 6. Broken Waterline or Water Damage

- B. Natural Disaster
 - 1. Tornado
 - 2. Ice or Snowstorm
 - 3. Earthquake
 - 4. Influenza Pandemic

- C. Man-Made Events
 - 1. Security Breach or Theft
 - 2. Medical Emergency
 - 3. Workplace Violence
 - 4. Hostage
 - 5. Civil Disturbance
 - 6. Terrorism