

CONTINUITY OF OPERATIONS (COOP) PLAN

CHEMISTRY



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APPROVALS

This Continuity of Operations (COOP) plan was prepared by Department of Chemistry to develop, implement and maintain a viable COOP capability for itself. This COOP plan complies with applicable internal department and university policy, local and state regulations, and supports recommendations provided in Federal Preparedness Circular 65. This COOP plan has been distributed internally within the Department of Chemistry, and to the Director of Emergency Management at Virginia Tech.

Approved: _____ Date 07/09/2015
Jim Tanko, Prof & Chair, Chemistry

Approved: _____ Date _____
(Title)

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 the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, the Department of Chemistry is withholding this plan from public disclosure. Refer any request for a copy of this document to Virginia Tech's legal counsel or the Virginia Attorney General's office.

Virginia Tech
Department of Chemistry
Continuity of Operations (COOP) Plan

Table of Contents

Table of Contents

APPROVALS	1
PRIVACY STATEMENT	ii
RECORD OF CHANGES	iii
INTRODUCTION	1
PURPOSE	1
APPLICABILITY AND SCOPE	2
CONCEPT OF OPERATIONS	2
Emergency Levels	2
COOP PLAN IMPLEMENTATION	3
Phase I: Activation and Relocation	3
Alert and Notification	3
Phase II: Alternate Facility Operations	4
Phase III: Reconstitution	4
ESSENTIAL FUNCTIONS	5
Vital Records, Systems and Equipment	5
LEADERSHIP	5
Orders of Succession	5
Delegations of Authority	6
ALTERNATE FACILITIES	6
Alternate Facilities.....	6

COOP ADMINISTRATION AND MAINTENANCE6
ACRONYMS AND DEFINITIONS7
ANNEXES8
Annex A COOP Implementation Procedures Checklist9
Annex B Personnel Contact List.....12
Annex C Essential Functions and Resource Requirements13

INTRODUCTION

The Department of Chemistry at Virginia Tech is responsible for teaching facts, principles, and techniques of chemistry and conducting chemical research at the undergraduate, graduate, and postdoctoral levels. In addition, faculty are expected, on their own and by involving their students, to conduct research that will contribute to the body of chemical knowledge.

Department of Chemistry has grown increasingly aware of how all types of events can disrupt operations and jeopardize the safety of faculty, staff and students. Emergency planning, including COOP planning, has become a necessary and required process for Virginia Tech. Under Executive Order 44, all executive agencies and institutions of higher education are required to develop COOP plans. This plan was developed using many authorities, references and best practices in COOP planning. For a complete list of authorities and references, please refer to Virginia Tech's Primary COOP plan.

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. This approach includes preparing for natural, man-made or technological emergencies.

COOP Coordinator: Thomas E. Bell, 231-8226, tbell@vt.edu

PURPOSE

This COOP plan for the Department of Chemistry, hereinafter called Department, presents a management framework and establishes operational procedures to sustain and restore essential functions if normal operations in one or more of the Department's locations are not feasible.

This document establishes the Department COOP program procedures 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 pandemic influenza); and
- Loss of services due to equipment or systems failure (as in Information Technology (IT) systems failure).

It also details procedures to continue essential functions within the recovery time objectives established by the COOP Team and to maintain their performance for up to 30 days.

The Department is committed to the safety and protection of its faculty, staff, students, operations, and facilities. This plan provides the Department and its personnel with a framework that is designed to minimize potential impact due to an incident.

APPLICABILITY AND SCOPE

This Department COOP plan focuses on basic COOP elements: essential functions; vital records, systems and equipment; alternate facilities; orders of succession; and delegations of authority. It applies to all faculty and staff in all locations of the Department. The plan works in concert with Virginia Tech's Primary COOP plan, which provides information on university-wide planning assumptions, goals and processes.

CONCEPT OF OPERATIONS

A COOP plan must be maintained at a high level of preparedness and be ready to be implemented without prior warning. It should be implemented fully no later than 12 hours after activation and provide guidance to sustain operations for up to 30 days. The broad objective of this COOP plan is to provide for the safety and well-being of Department faculty and staff. In addition, it facilitates the execution of essential functions during any event that threatens their performance. Specific COOP plan objectives include the following:

- Enable staff to perform essential functions despite the full spectrum of possible threats or emergencies including terrorism, technological failures, natural or man-made disasters and other crises;
- Identify key personnel and supporting staff;
- Ensure alternate location(s) can support operations; and
- Protect and maintain vital records, systems and equipment.

An emergency, such as an explosion, fire or hazardous materials incident, may require the evacuation of one or more Department locations with little or no advance notice. Building evacuation, if required, is accomplished via implementation of the Emergency Action Plan for each location. *This COOP plan is not an evacuation plan;* rather, it facilitates deliberate and preplanned movement of selected personnel and supporting staff to the alternate location if the emergency requires it.

In the event of an incident or threat that jeopardizes the Department's essential functions, the Department Chair/Director instructs the COOP Coordinator to activate the Department's COOP plan. This activation can be a full or partial implementation of the COOP plan, depending on the situation.

Emergency Levels

Virginia Tech's Emergency Response Plan (ERP), classifies four levels of emergencies according to their severity and potential impact upon the campus community. The ERP and the COOP plan will typically only be activated for Level II and III emergencies, and the designated level may vary as emergency conditions

change. Departments, however, must be prepared to take immediate action to protect departmental operations, personnel, students and visitors in response to any type or scale of emergency that threatens the immediate area. Please refer to the Primary COOP plan for more information on levels of emergency and the appropriate university response.

COOP PLAN IMPLEMENTATION

Implementation of the COOP plan occurs when the plan is put into action. COOP plan implementation is based on three phases of operations:

- Phase I: Activation and Relocation (including alert and notification);
- Phase II: Alternate Facility Operations; and
- Phase III: Reconstitution.

The COOP Implementation Procedures Checklist, found in Annex A, addresses the three COOP planning scenarios:

- Loss of access to a facility;
- Loss of services due to a reduction in workforce; and
- Loss of services, as in IT or communication systems failure.

All the procedures listed in the checklist might not be utilized, depending on the scenario that has caused the implementation of the plan. The checklist is a guide for actions to take during COOP plan implementation.

Phase I: Activation and Relocation

Activation is when all or a portion of the plan has been put into motion and procedures are followed for alert and notification. Relocation is the actual movement of a department to an alternate facility, which may be required if the incident renders the primary facility unusable for any reason. Effective alert and notification is necessary regardless of the amount of warning received, whether personnel are on-duty at department locations or are off-duty.

See Annex A for the COOP Implementation Procedures Checklist, which includes Activation and Relocation.

Alert and Notification

Once the decision is made to activate the COOP plan, Department staff will be contacted with alert and notification information using the following procedures.

- Department Chair/Director determines need and activates the COOP plan.

- COOP Coordinator notifies COOP Team and Executive Steering Team of activation and provides initial directions. (For example, “Arrive at designated meeting location within two hours for initial assessment.”)
- COOP Coordinator notifies facility and operations personnel of activation.
- COOP Coordinator notifies all other personnel of the implementation of the COOP plan. This notification will occur through the following methods:
 - Telephone contact lists;
 - Email alerts;
 - Text-message; and
 - Personal cell phones.
- COOP Coordinator or designee notifies all current active vendors, contractors, and suppliers of COOP plan activation and provides direction on activities that will need to be altered, suspended, or enhanced as a result.

See Annex B for Personnel Contact List.

Phase II: Alternate Facility Operations

During Phase II, essential functions are performed at an alternate facility if the incident has forced relocation from the primary site. An alternate location must be able to safely support operations in the event that essential functions and essential personnel are relocated to the site. A relocation site must have sufficient space and resources to sustain operations for up to 30 days, and include appropriate physical security and access controls. If the COOP plan is being implemented due to a reduction in workforce or loss of IT or utility services, some of these procedures may not apply.

See Annex A for the COOP Implementation Procedures Checklist, which includes Alternate Facility Operations.

Phase III: Reconstitution

Reconstitution focuses on restoring the Department to normal operations. If relocation was necessary, this may be at the original facility, the alternate location, or a new primary facility. As soon as practical, the COOP Coordinator, with the approval of appropriate law enforcement and emergency services, initiates operations to salvage, restore and recover the Department location(s), if necessary. If the COOP plan is being implemented due to a reduction in workforce or loss of IT or utility services, some of these procedures may not apply.

See Annex A for the COOP Implementation Procedures Checklist, which includes Reconstitution.

ESSENTIAL FUNCTIONS

This COOP plan is based on the Department’s essential functions. The level and manner of support needed to continue essential functions is dependent upon the nature of the event. The Recovery Time Objective (RTO), or the maximum period of interruption before each function is resumed, was considered when the Chair/Director prioritized department functions.

See Annex C for Essential Functions and Resource Requirements.

Vital Records, Systems and Equipment

Vital records, systems and equipment are integral to supporting the essential functions of the Department. The University’s Division of Information Technology ensures that electronic files are backed up nightly with weekly back-ups being taken off-site to a secure location.

The Department operates a network with server computers on which some administrative personnel typically store their files. These servers and other individual computers are backed up on a nightly basis to Tivoli (an IBM product) managed by Eliza Lowe. Some data and documents are kept on the NAS servers and in Scholar, two remote systems managed and backed up by other University offices.

The Department maintains and updates all necessary files, computer software and databases required to carry out essential daily operating functions.

See Annex C for Essential Functions and Resource Requirements.

LEADERSHIP

Orders of Succession

Orders of succession from the position of Department Chair/Director are established to ensure the Department can perform essential functions and remain a viable part of Virginia Tech.

Leadership Personnel	Successor 1	Successor 2
Department Chair	Chair of Executive Committee	Associate Chair

Delegations of Authority

Delegations of authority transfer emergency or administrative responsibilities from the incumbent to a designee. These delegations ensure rapid response to situations that may require policy determinations and decisions during emergencies when the incumbent is not available.

Authority	Position Holding Authority	Position Delegated to	Triggering Conditions	Limitations
Chair	Jim Tanko	Associate Chair	Urgency–Chair unavailable	None
Assoc Chair	Herve Marand	Assistant Chair	Urgency – Assoc Chair unavailable	None

ALTERNATE FACILITIES

Alternate Facilities

Virginia Tech recognizes that an incident may cause a facility to be unusable for a variety of reasons, which disrupts the Department’s normal operations and forces relocation to an alternate location. The Department will coordinate with the Virginia Tech COOP Team to establish suitable alternate locations. At this point, the University has not determined alternate locations for all departments.

COOP ADMINISTRATION AND MAINTENANCE

The overall administration and maintenance of the COOP program at Virginia Tech is the responsibility of the Director of Emergency Management. The Director develops the testing, training and exercise schedule; the plan maintenance schedule; and the short and long term initiatives for COOP planning. It is the Director’s responsibility to ensure the viability and effectiveness of the COOP program. This information can be found in Virginia Tech’s Primary COOP plan.

The Department responsibilities for administration and maintenance of the Department COOP plan include the following:

- Updating the personnel contact list at least quarterly;
- Maintaining and revising the COOP plan, according to the schedule developed by the Director of Emergency Management and the Virginia Tech COOP team;
- Conducting alert and notification tests of internal and external call lists;

- Notifying the Director of Emergency Management and the Virginia Tech COOP Team when there are changes in personnel, equipment, systems and records that would affect the COOP plan;
- Reviewing and understanding department roles and responsibilities related to COOP support functions;
- Assigning a point of contact or COOP Coordinator who will serve as a liaison with the Virginia Tech COOP Team, the Director of Emergency Management and the Executive Steering Team, as appropriate; and
- Preparing back-up copies or updates of vital records.

ACRONYMS AND DEFINITIONS

Please refer to Virginia Tech's Primary COOP plan for a list of acronyms and definitions.

ANNEXES

Annex A: Implementation Procedures Checklist

Annex B: Personnel Contact List

Annex C: Essential Functions and Resource Requirements

Annex A

COOP Implementation Procedures Checklist

Item	Task	Task Assigned To	Date and Time Completed
Activation and Relocation			
1	Receive notification of emergency	Chair or designee	
2	If necessary, conduct evacuation	Chair or designee	
3	Conduct a headcount of personnel	Chair or designee	
4	If necessary, contact Emergency Responders (Fire, Police, EMS)	Chair or designee	
5	Ensure that safety measures are put into effect	Chair or designee	
6	Contact Building Maintenance for shutting down utilities to limit further damage	Facilities Coord	
7	Direct and assist emergency personnel as required	BECs	
8	Activate COOP plan	Chair or designee	
9	If necessary, invoke Orders of Succession	Chair or designee	
10	Initiate notification using Personnel Contact List	COOP coordinator	
11	Convene department meeting at predetermined site	Chair or designee	
12	Assemble supporting elements required for re-establishing and performing essential functions at alternate facility location: <ul style="list-style-type: none"> ■ Vital files, records and databases ■ Critical software ■ Critical equipment 	Chair or designee	
13	Assemble remaining documents required for performance of all other essential functions to be performed at the alternate facility location	Chair or designee	
14	Initiate external communications for applicable external contacts	Chair or designee	

Item	Task	Task Assigned To	Date and Time Completed
15	Prepare designated communications and other equipment for relocation	Chair or designee	
16	Take appropriate preventive measures to protect other communications and equipment that will not be relocated	Chair or designee	
17	Make computer connectivity and phone line transfers to designated alternate facility	CNS	
18	Ensure go-kits are complete and ready for transfer	COOP Coordinator	
19	Essential personnel begin movement to alternate facility	Essential Personnel	
20	Develop and deliver status report	Chair or designee	
21	Notify remaining faculty and staff and appropriate departments of movement to alternate location	COOP Coordinator	
Alternate Facility Operations			
22	Notify other departments, customers, state and surrounding jurisdictions as appropriate that operations have shifted to alternate facility location	Chair or designee	
23	Organize faculty and staff and account for non-essential personnel	Chair or designee	
24	Develop shift rotations	Chair or designee	
25	Determine which essential functions have been affected	Chair or designee	
26	Develop and deliver status report	Chair or designee	
27	Prioritize essential functions for restoration	Chair or designee	
28	Track status and restoration efforts of all essential functions	Chair or designee	
29	Administrative actions to assemble: <ul style="list-style-type: none"> ■ Onsite telephone ■ E-mail and telephone directory ■ Workforce office plan ■ Lodging and dining plan, as appropriate 	Chair or designee	
30	Occupy workspace: <ul style="list-style-type: none"> ■ Stow gear and equipment ■ Vital files, records and databases 	Chair or designee	

Item	Task	Task Assigned To	Date and Time Completed
	<ul style="list-style-type: none"> ■ Test telephone, fax, e-mail, radio and other communications ■ Establish communications with essential support and office elements 		
31	Ensure all vital records, systems and equipment are available at alternate facility location	Chair or designee	
32	Coordinate procurement of additional equipment, as required	Chair or designee	
Reconstitution			
33	Resume operations	Chair or designee	
34	Appoint logistics manager	Chair or designee	
35	Inventory and salvage useable equipment, materials, records and supplies from destroyed facility	Inventory Coordinator	
36	Survey condition of office building and determine feasibility of salvaging, restoring or returning to original offices when emergency subsides or is terminated	Facilities Coordinator	
37	Develop long term reconstitution and recovery plans	Chair or designee	
38	Track status and restoration efforts of all essential functions	Chair or designee	
39	Conduct transition of all functions, personnel and equipment from alternate location back to designated facility	Chair or designee	
40	Determine loss of the department's inventory for insurance report	Inventory Coordinator	
41	Schedule and conduct initial debrief with staff	Chair or designee	
42	Develop and communicate a press release	Univ Relations	

Annex B Personnel Contact List

(For large departments, the personnel contact list will be generated through Banner. For smaller departments, you may insert information into this table or have your information generated through Banner as well.)

Name	Title	Work Phone	Alternate Phone	E-mail	Alternate E-mail
See Banner					

Annex C

Essential Functions and Resource Requirements

(Reports to be added from the database after COOP Survey is completed)

Essential Function Reports exist separately.

Essential Function Details

College of Science
 Chemistry
 Main Campus
 Blacksburg, VA 24061

Function Name: Dept Administration
Description of Function: Support purchasing, personnel, maintenance, and operational needs of the academic and research enterprises.
Priority: Medium
Frequency: Daily
Recovery Priority: 24 Hours
Interim Process: none

Key Personnel: Primary

Title	Staff Name (Last, First)	Work Phone	Alternate 1 Phone	Alternate 2 Phone
Associate Chair	Marand, Herve	540-231-8227	540-231-5391	

Key Personnel: Backup

Title	Staff Name (Last, First)	Work Phone	Alternate 1 Phone	Alternate 2 Phone
Assistant Chair	Bell, Thomas	(540) 231-8226	(540) 808-7447	

Critical Resources:

Equipment	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Printers	1				
Telephone	10		CNS	Bill Blevins	(540) 231-4995
Hardware	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Computers	10				
Software	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Office Suite	10				

Vital Files, Records and Databases:

Name	Format	Backed Up?	Notes (Description of Vital Records, Database or Files)	Contact Name	Contact Phone
Payroll	Both	Yes	Information on payments made and leave time, exist in the Banner system and on file in Payroll.	Wanda Hensley	(540) 231-3574
Personnel	Both	Yes	Information on positions and appointments, in the Banner system and on file in HR.	Wanda Hensley	(540) 231-3574
Orders	Electronic	Yes	Information on purchases in progress and completed; in the Banner and HokieMart systems	Melba Edwards & Kristen Cox	(540) 231-3383
Payments	Electronic	Yes	Vendor invoices and payment data, in the Banner and HokieMart systems	Roberta Gilbert	(540) 231-3286
Contracts, CDAs, MTAs, etc.	Hardcopy	Yes	Special agreements with external agencies; on file in the Office of Sponsored Programs	Thomas Bell	(540) 231-8226
External Activity Requests	Both	Yes	Documents on faculty activity; Dean's Office	EMillie Shephard	(540) 231-5966

Additional External Contacts and Vendors:

Contact/Vendor Name	Main Phone	Contact Name	Contact Phone	Email Address	Description (Type of service provided)
Human Resources	(540) 231-9331	Cathy Petry	(540) 231-1664	petrycb@vt.edu	Data backup; process assist
Payroll	(540) 231-7586	Annie Connelly	(540) 231-3381	anniec@vt.edu	Data backup; process assist
Accounts Payable	(540) 231-6418	Michael Kershner	(540) 131-8554	kershner@vt.edu	Data backup; process assist

Office of Sponsored Programs	(540) 231-5281	Katie Reaves	(540) 231-3193	lucakl@vt.edu	Data backup; process assist
Dean's Office (College of Science)	(540) 231-5422	Janet Sanders	(540) 231-7686	sandersj@vt.edu	Data backup; process assist

Essential Function Risks:

Risk Description	Risk Level	Comments
No or inadequate essential function documentation	Medium	Much organizational knowledge resides with individuals and is not documented, but most functions are guided by P&P from central offices.
No or inadequate offsite storage of vital documents/records	Low	Electronic &/or duplicate paper records are in central offices and systems.
No or inadequate training of employee backups	Medium	About 50% of the duties are backed up.
No or inadequate manual process exists	Medium	Manual processes have been eliminated. They would (and could) be developed on an ad hoc basis.
High level of dependence on external resources/other departments	Low	We have our own documents and data, other offices.

Essential Function Details

College of Science
 Chemistry
 Main Campus
 Blacksburg, VA 24061

Function Name: Teaching

Description of Function: Providing course instruction to undergraduate and graduate students. It requires both classroom and laboratory sessions. In the classroom, faculty present information on a blackboard, projected via overheads and digital projectors attached to computers, and as benchtop demonstrations, in addition to lecturing. For the laboratory teaching, the same activities happen to a more limited extent and the students spend most of the class time independently carrying out prescribed experiments using various chemicals, labware and instruments.

Priority: High

Frequency: Daily

Recovery Priority: 7 Days

Interim Process: Most of the processes for this function are manual. They include lecturing, classroom demonstrations, laboratory briefings, and student performance of class labs.

Key Personnel: Primary

Title	Staff Name (Last, First)	Work Phone	Alternate 1 Phone	Alternate 2 Phone
Department Chair	Tanko, James	540-231-6687	540-231-5391	

Key Personnel: Backup

Title	Staff Name (Last, First)	Work Phone	Alternate 1 Phone	Alternate 2 Phone
Associate Chair	Marand, Herve	540-231-8227	540-231-5391	

Critical Resources:

Equipment	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Printers	2				
Lab instruments and labware	Variable				
Classroom projection equipment	6				

Hardware	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Computers	30				

Software	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Office Suite	30				

Vital Files, Records and Databases:

Name	Format	Backed Up?	Notes (Description of Vital Records, Database or Files)	Contact Name	Contact Phone
Classrolls	Both	Yes	Banner records and paper/electronic files kept by instructors.	Anna Hawthorne	(540) 231-4239
Grades	Both	Yes	Instructor records of individual scores, running, and final average. The first is on papers returned to students and recorded in computers. The latter two are in computer files.	Anna Hawthorne	(540) 231-4239

Additional External Contacts and Vendors:

Contact/Vendor Name	Main Phone	Contact Name	Contact Phone	Email Address	Description (Type of service provided)
Registrar	(540) 231-6252	Gary Costello	(540) 231-6888	garyjc2@vt.edu	Alternate room scheduling, arrange for backup records
Graduate School	(540) 231-6691	Rosemary Blieszner	(540) 231-5437	rmb@vt.edu	Arrange for backup records

Essential Function Risks:

Risk Description	Risk Level	Comments
No or inadequate essential function documentation	Low	Little documentation needed; individual instructors know procedures and typically have class notes in electronic form with back-up copy.
No or inadequate offsite storage of vital documents/records	Low	Records held in the Department are temporary and for input purposes. Permanent records are held by other administrative units.
No or inadequate training of employee backups	Medium	Training of backups is needed, but not critical. Help from other offices would be sufficient.
No or inadequate manual process exists	Medium	Information could be gathered and passed, manually. Specific forms and processes are non-existent.
High level of dependence on external resources/other departments	Low	The teaching and grading function can be carried out without others.

Essential Function Details

College of Science
 Chemistry
 Main Campus
 Blacksburg, VA 24061

Function Name: Research (sponsored)
Description of Function: The Department has a large sponsored research program with many, varied sponsors. Faculty conduct their individual research programs in accord with the terms and conditions associated with each award.
Priority: High
Frequency: Daily
Recovery Priority: 48 Hours
Interim Process: Two recovery priorities are given. The earlier, 48 hour one, is for addressing needs of proper storage or containment so as to preserve research samples and products from loss or from creating a further, hazardous material problem. Secondly, a recovery within 7 days is targeted so that obligations to sponsors can be met and students keep their programs on track. This objective will be subject to the condition of facilities.

Key Personnel: Primary

Title	Staff Name (Last, First)	Work Phone	Alternate 1 Phone	Alternate 2 Phone
Assistant Chair	Bell, Thomas	(540) 231-8226	(540) 808-7447	

Key Personnel: Backup

Title	Staff Name (Last, First)	Work Phone	Alternate 1 Phone	Alternate 2 Phone
All Research Faculty				

Critical Resources:

Equipment	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Printers	2				
Research lab instruments	varies				
Hardware	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Computers	60				
Software	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Office Suite	60				
Other	Minimum QTY	Manufacturer Details, Model or Version	Vendor Name	Contact Name	Contact Phone
Proper facilities with engineering controls for safety	30,000 sq ft				

Vital Files, Records and Databases:

Name	Format	Backed Up?	Notes (Description of Vital Records, Database or Files)	Contact Name	Contact Phone
Research data	Both	Yes	Lab notebooks, lab computers, PI's computer, CD, external hard drives, memory sticks		

Additional External Contacts and Vendors:

Contact/Vendor Name	Main Phone	Contact Name	Contact Phone	Email Address	Description (Type of service provided)
Sponsors Office of Sponsored Programs	(540) 231-5281	John C. Rudd	(540) 231-5281	ruddj@vt.edu	Information on contract/grants including deliverables and reporting requirements

Essential Function Risks:

Risk Description	Risk Level	Comments
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No or inadequate essential function documentation	Medium	Many procedures vary among research groups and they are not necessarily all adequate or thorough enough.
No or inadequate offsite storage of vital documents/records	High	With new data being collected daily, there is a chance of losing some. Its value may or may not be significant.
No or inadequate training of employee backups	Low	Research colleagues can fairly readily identify someone to back them up.
No or inadequate manual process exists	Low	N.A
High level of dependence on external resources/other departments	Low	None