



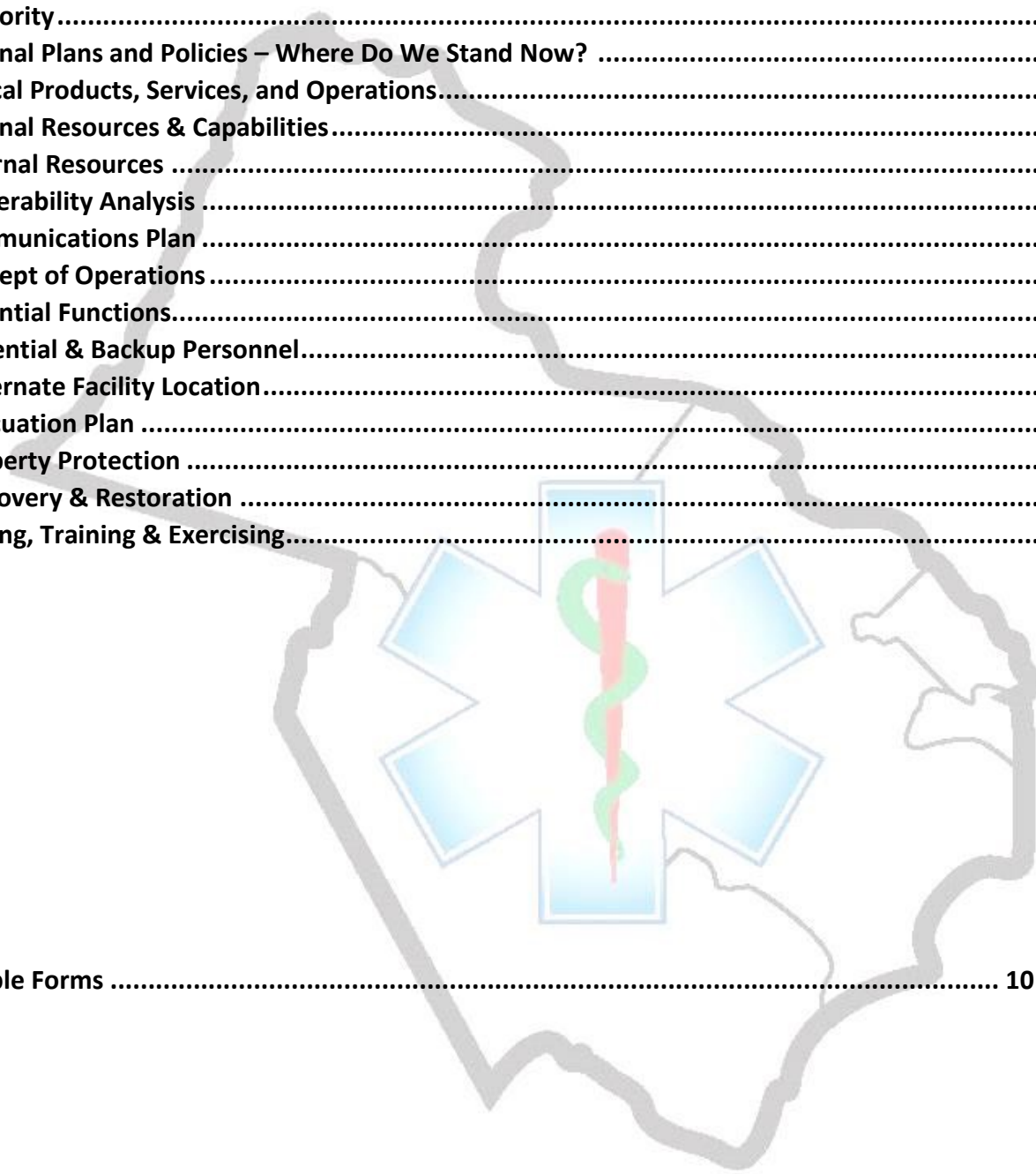
# **NORTHERN VIRGINIA EMS COUNCIL**

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

**Guide for Disaster Avoidance, Preparation, and Recovery**

# TABLE OF CONTENTS

Plan Objectives .....	1
Planning Team .....	1
Authority .....	1
Internal Plans and Policies – Where Do We Stand Now? .....	2
Critical Products, Services, and Operations.....	2
Internal Resources & Capabilities.....	2
External Resources .....	3
Vulnerability Analysis .....	3
Communications Plan .....	4
Concept of Operations .....	6
Essential Functions.....	6
Essential & Backup Personnel.....	7
Alternate Facility Location.....	7
Evacuation Plan .....	7
Property Protection .....	8
Recovery & Restoration .....	8
Testing, Training & Exercising.....	9
Sample Forms .....	10



## **PLAN OBJECTIVES**

The primary objective of the continuity of operations plan (COOP) is to enable the Northern Virginia EMS Council (referred to as “Council”) to recover from a disaster or major disruption as soon as possible so that it can continue its mission. Every business and organization can experience a serious incident which can prevent it from continuing normal operations. This can happen any day at any time. The potential causes are many and varied such as flood, explosion, tornado, winter storm, computer malfunction, accident, chemical, biological, radiological, nuclear (CBRN) attacks, etc.; the list is endless.

In order to survive, the Council must assure that critical operations can resume/continue normal processing.

The key objectives of this continuity plan are:

- Provide for the safety and well-being of people on the premises at the time of an incident □ Continue critical business operations
- Minimize the duration of a serious disruption to operations and resources (both information processing and other resources)
- Minimize immediate damage and losses
- Identify critical lines of business and supporting functions
- Establish management succession and emergency powers
- Facilitate effective coordination of recovery tasks
- Reduce the complexity of the recovery effort

Although statistically the probability of a major incident is remote, the consequences of an occurrence could be catastrophic, both in terms of operational impact and public image.

Incident recovery and business resumption planning is a complex and labor-intensive program. Because of the small size of the office and staff of the Northern VA EMS Council, it is not the intent of this document to be “all-inclusive” and cover every contingency. Instead, a broad overview and assessment of Council operations and recovery efforts is included in this plan. This is considered a living document since both the information processing and the business environments are constantly changing.

## **PLANNING TEAM**

The planning team for the Council will consist of the Executive Director, Regional Coordinator, and Administrative Assistant. Input will also be provided by the Executive Committee of the Council.

## **AUTHORITY**

The Executive Director shall have final authority over decisions concerning office management. If that person becomes incapacitated then the Regional Coordinator shall have final approval, after consultation with the Executive Committee.

## **INTERNAL PLANS AND POLICIES – WHERE DO WE STAND NOW?**

Documents to be reviewed shall include:

- Insurance policies
- Finance and purchasing procedures – Refer to the Accounting and Financial Policy
- Employee manuals
- Media backup policy
- Security & safety risks

## **CRITICAL PRODUCTS, SERVICES, AND OPERATIONS**

### **Mission Essential Functions (MEF)**

**(See attached forms)**

- Products & services provided by the Council ○ Equipment needed to produce these products & services
- Products & services provided by suppliers
- Lifeline services – electric, telecommunications, water
- Operations, equipment & personnel vital to the continued functioning of the Council

## **INTERNAL RESOURCES & CAPABILITIES**

**(See attached forms)**

- Personnel – Due to the size of the Council staff, all full-time and part-time personnel are considered essential staff.
- Rapid Recall List – All full-time and part-time staff are essential to doing day-to-day business, therefore all staff will be recalled if needed during an emergency. All have the option to telecommute and can seamlessly continue office operations from home if unable to work in the Council office.
- Equipment – communications equipment, first aid supplies, emergency supplies □ Facilities – including off-site facilities.
- Backup systems – arrangements for other facilities to take over
- Cross-training – All personnel are cross-trained to handle essential day-to-day functions of the office, to include Consolidated Testing issues, TC supply issues, EMS agency and Board notifications and listserve announcements. All essential functions can be continued off-site during an emergency.

## **EXTERNAL RESOURCES**

(See attached forms)

- Local emergency management office
- Fire/EMS
- Hazardous materials response
- Hospitals
- Local & state police
- Utilities
- Community service organizations
- Insurance carriers
- Contractors

## **VULNERABILITY ANALYSIS**

A vulnerability analysis will be conducted to assess the following:

Emergencies that could occur within the facility or community:

- Fire
- Severe weather, including hurricanes or tornadoes
- Utility outages
- Contamination or hazardous materials spill
- Terrorism
- Extreme illnesses (pandemic outbreak)
- Chlorine & other pool chemical spills (gym facility across street) □ Gas leak

Geographic Emergencies:

- Not in a floodplain or on a known seismic fault
- Hazardous materials storage – small amounts stored at local dry cleaning store which is close by
- Major transportation routes – Manassas Regional Airport within 10 miles; Interstate 66 within a mile
- Not close to nuclear power plant

Technological Emergencies – system failure:

- Fire, explosion, hazardous materials incident
- Telecommunications failure
- Computer system failure
- Power failure
- Heating/cooling system failure

Human Error

- Poor training

- Poor maintenance
- Carelessness
- Misconduct
- Substance abuse □ Fatigue

## **COMMUNICATIONS PLAN**

Communications are essential to any business operation. Present methods of communications include four voice-over-internet-protocol (VOIP) phones in the office, smartphones, internet, fax capability, and Comcast cable. Should any of these fail for an extended period of time; a decision can be made to move office operations off-site to the homes of the Executive Director and/or the Regional Coordinator and Administrative Assistant. Home offices with internet capabilities and computers already exist at these locations.

### **FAMILY COMMUNICATIONS:**

In an emergency, personnel will need to know whether their families are ok. Taking care of family is a first priority of Council staff. Staff members are encouraged to set up a plan on how they would communicate with their families in case they are separated from one another or injured in an emergency. Emergency contacts forms will be completed by all staff members. Staff members are encouraged to designate a place to meet family members in case they cannot get home in an emergency. Additional family planning information may be found at <http://ready.gov> and <http://readyVirginia.gov>

### **NOTIFICATIONS:**

Staff members shall report all emergencies to the Executive Director. If that person cannot be contacted, then members of the Executive Committee, beginning with President and subsequently down through the chain of command as needed to make contact.

### **INFORMATION TECHNOLOGY RESOURCES AND PROTECTION OF VITAL SYSTEMS AND HISTORICAL RECORDS:**

Internet and data – The Council accesses internet through Comcast Cable and has a firewall. Council websites are hosted by Coralogic and are located on servers in a secure, 24/7 staffed facility at the Orlando, Florida data center. Redundant banks of batteries and inverters provide an uninterrupted power source in the event of utility failure. Dual jet turbine generators capable of running on diesel, kerosene or jet fuel individually can sustain the needs of the data center until grid power is restored. Fuel to cover a 14-day span is onsite and flexibility in types of fuel facilitates replenishment should there be a fuel shortage. Equipment is protected by an Inergen fire suppression system and housed in a facility rated to withstand Category 5 strength winds.

Internet connectivity is provided by multiple Tier 1 backbone providers on a redundant fiber ring. Redundant firewalls and routers are also onsite to provide load balancing between providers as well as fault tolerance in connections. Website backups are performed nightly and retained on a nightly,

weekly, and monthly basis. Those backups are readily available to users through the CPanel interface. Backups are also duplicated to a data center backup repository to retain data in the event of total server failure.

Hosted PBX services are provided by equipment housed in the same data center. Redundancy is provided by sharing a common platform for hosted products. Both web servers and PBX servers receive nightly updates of all configuration changes, voicemail messages, call logs, etc. In the event of a failure, any server has ample resources to temporarily host the services while primary hardware is restored. Due to the hosted nature of PBX services, council offices are not dependent on local telco facilities or on-premise equipment. Restoration of telephone service can be rapidly deployed using offsite IP telephones and/or computer or smartphone based softphones, such as Bria Mobile which is currently being utilized daily by all Council staff. There is also the ability to redirect incoming DID (direct inward dial) numbers to alternate landline or mobile numbers as a failover. This feature was tested in the summer of 2017 by assigning all phone calls that came into the Corallogic center to the Executive Director's cell phone and has proven to be effective. This feature is to automatically reroute calls to the center when all normal functions resume and this remains active in the event another malfunction occurs. With this and the routine use of Bria Mobile, it would be rare to miss calls, if at all.

Microsoft using Exchange/Office 365 hosts user email, calendar and contact information as well as shared resources. Servers are located at a Microsoft data center and are maintained and backed up by Microsoft.

The offsite cloud-based backup system is maintained at the Orlando data center independent of the Councils' networks, power, internet, etc. Backups utilize the Syncrify Backup product and back up changed files offsite at 2-hour intervals. This server is utilized to back up servers as well as laptop/home users that may not frequently store documents on the local server. Deleted documents are retained for a period of 90 days. Up to 25 previous revisions of documents are stored in the event of accidental edit and overwrite or virus corruption. Syncrify does not provide full system backups merely offsite duplication of irreplaceable user data files. Full system image backups of the server and critical office machines are performed locally using AOMEI Backupper and external USB hard drives.

Power supply – Uninterruptable power supplies (UPS) are installed to maintain network, internet connectivity and phone service during brief power outages as well as to allow a controlled shutdown of servers to prevent data corruption. UPS units are not designed to maintain long-term power but as a protective measure against power fluctuation that may cause hardware damage, file corruption or momentary disruptions in network connectivity.

Hardware and software – Council software is managed by Corallogic and as equipment is upgraded or repaired, it is checked for software that is installed. The Executive Director, Regional Coordinator and Administrative Assistant are assigned a laptop with docking station. Those staff members may utilize the laptop computers remotely and are instructed to keep equipment secured at all times.

The Council physically destroys hard drives before disposing of equipment.

Information technology support – Information technology support is provided to all regional councils and consists of one employee, Jim Huffman. His salary is funded by Regional Councils' IT specified funds and he maintains an office at the Western Virginia EMS Council site. Mr. Huffman is also responsive to emergency needs during non-business hours.

## **CONCEPT OF OPERATIONS**

This COOP plan is maintained at a high level of preparedness and is ready to be implemented without prior warning. As such, the Northern VA EMS Council's COOP Team has developed a concept of operations, which describes the approach to implementing the COOP plan. All full-time, and part-time Council staff, as well as the President, have COOP books off-site with complete and up-to-date information for implementation of the plan. The books contain a copy of the COOP, employee contact information, vendor and supplier contact information, a list of key contacts, Council inventory, and detailed instructions for essential business functions such as payroll, test site registration and committee business.

The plan can be fully implemented 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 provide for the safety and well-being of the Council's personnel, contractors, and visitors while enabling the Council's continued operations during any crisis or event. This Plan includes the following: □ Staff essential functions;

- Identified essential personnel, back-up and supporting staff for relocation or for performing essential functions;
- Alternate facility location which can support essential functions; and
- Protection and maintenance of vital records, systems, and equipment.

An event, such as an explosion, fire or hazardous materials incident, might require the evacuation of one or more buildings with little or no advance notice. Building evacuation, if required, is accomplished via implementation of the Evacuation or Emergency Response Plan for each building.

### **ESSENTIAL FUNCTIONS:**

Note: Actual directions for each essential function are found in the COOP notebook in the Executive Director's office. There is an electronic version also kept in the Executive Director's shared file folder.

Payroll – done by Ambassador Accounting in Manassas, VA. Payroll can be processed by Council staff from their off-site locations.



Notifications – done by the Executive Director. If unavailable, then done by the Regional Coordinator upon consultation with the Executive Committee. Listserves are operable from off-site locations.

Bill payments and other accounting procedures – done by Ambassador Accounting in Manassas, VA.

Test Site Registrations – done by the Regional Coordinator or the Administrative Assistant.

Committee Business – done by Regional Coordinator or Administrative Assistant.

**ESSENTIAL AND BACKUP PERSONNEL:**

Executive Director  
Regional Coordinator  
Administrative Assistant  
TC Coordinator  
Executive Committee

**ALTERNATE FACILITY LOCATION:**

All staff members have alternate offices located within their homes. If a site is needed for an extended period of time, then a new site location will be determined upon consultation with the Executive Committee.

**EVACUATION PLAN:**

Because of the small size of the Council’s office, there is only one door exit. There is emergency lighting in place. Exits out of windows have a considerable drop to ground level. An escape ladder is kept in the Executive Director’s office and should be used for any window exits due to the height drop. Exiting out of the window without the escape ladder should only be done as a last resort.

In case of a rapid evacuation – copies of personal information about employees and Council documents are kept off-site at the Executive Director’s home and are stored electronically on both an in-house backup system and offsite at Corallogic. Remote access to the COOP plan and attachments is possible. The Council has a server at the office. Employees can link into the server from any location off-site and have access to all files for all employees remotely. E-mail service is also available through home laptops as well as via smartphones.

Taking Shelter – In certain circumstances (such as a tornado) it would be advisable to take shelter at another location other than the Council office. Recommended places include the Gainesville Fire Department or the employee’s home. A small amount of emergency supplies such as water and food can be found at the Council’s office. If immediate sheltering is necessary and alternative site relocation is not an option, then staff should shelter in the Council’s bathroom (interior location with no windows) or to an open office in the building’s basement level.

## **PROPERTY PROTECTION:**

We are limited as to how much we can change the property layout of our office since we rent the facility. Blinds are in place at all windows to reduce the possibility of glass from shattering onto employees. Fire sprinklers are in place. Emergency lighting and sprinkler systems are maintained under a contract with the property owner and a property management firm. These are inspected on a regular basis. We are not located in a floodplain and possibly the only chance of flooding would come from the sprinkler system. Facility shutdown would not require extensive operations – just shutting down the computer equipment (undocking the laptop devices) and locking the doors. All computers and phones are on a battery backup system that allows for up to 10 minutes of extra time to shut things down.

Records preservation includes automatic backup via our on-site Windows server to a redundant hard drive plus offsite backup to the Orlando data center. All current computer files are kept on this system. Regional Council IT support should be contacted so that access to the off-site backup can be accessed if necessary. All historical documents have been scanned and stored electronically on the server.

All hard copy files are stored in file cabinets which provide a degree of protection from impact, facility structural compromise, and exposure to fire or water. As a general practice, critical documents are scanned and stored electronically.

In December 2015 all exterior door locks were re-keyed to update access privileges and ensure limited access.

## **RECOVERY AND RESTORATION:**

It would be assumed that not every key person will be readily available or physically at the office after a large emergency. If the Executive Director is not available, then the Executive Committee will be contacted for advice. It may be necessary to move Council operations to the homes of staff and/or to another Council location.

**Employee Support** – some range of services to be considered:

- Cash advances
- Salary continuation
- Flexible work hours
- Reduced work hours
- Crisis counseling
- Care packages □ Daycare

**Resuming Operations** – Immediately after an emergency, steps will be taken to resume operations. Priorities include:

- Account for personnel
- Continue to ensure safety of personnel
- Assess remaining hazards
- Maintain security
- Conduct employee briefing
- Notify employee’s families of status of personnel on site
- Protect undamaged property
- Account for all damage related costs
- Notify off-site employees of work status
- Notify insurance carriers
- Notify OEMS of Council status
- Conduct salvage operations
  - Keep damaged goods on hand until insurance adjuster has visited
- Inventory damaged goods
- Restore equipment and property
- Assess value of damaged property and impact on business interruption
- Maintain contact with interested parties and suppliers
- Keep a detailed record of events
- Maintain a record of injuries and follow-up actions

**TESTING, TRAINING & EXERCISING PLAN:**

Because of the small staff size of the Council, very little testing needs to be done. Each year (at end of fiscal year) the staff will review the plan for necessary updates. Since the staff telecommutes on Fridays, the off-site office components are tested weekly as well as on questionable travel days due to bad weather when the employees may, with the permission of the Executive Director, work at home.

Bi-annual testing of the COOP plan will be done and an After-Action Report/Improvement Plan (AAR/IP) will be submitted to OEMS within 60 days of testing, training or exercise. The same reports will be submitted to OEMS after a live plan activation and will serve as an exercise for that bi-annual period.

Remote access capabilities were revised to achieve improvement in early January 2016. A larger scale COOP exercise was conducted on January 22 - 26, 2016 during a lengthy snow emergency. All staff worked from home providing seamless access to Council services from their respective home offices and maintained coordination and communication during this period. During Hurricane Matthew in September 2016, the office also made arrangements for the off-site transfer of incoming calls to the Council to test the plan.

## Northern VA EMS Council Employee Information Sheet

### Personal Information

Full Name: \_\_\_\_\_  
*Last* *First* *M.I.*

Address: \_\_\_\_\_  
*Street Address*

\_\_\_\_\_

*City* *State* *ZIP Code*

Home Phone: ( ) \_\_\_\_\_ Alternate Phone: ( ) \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Social Security Number: \_\_\_\_\_

Birth Date: \_\_\_\_\_ Marital Status: \_\_\_\_\_

Spouse's Name: \_\_\_\_\_

Spouse's Employer: \_\_\_\_\_ Spouse's Work Phone: ( ) \_\_\_\_\_

### Job Information

Title: \_\_\_\_\_

Start Date: \_\_\_\_\_ Salary: \_\_\_\_\_

\$ \_\_\_\_\_

### Emergency Contact Information

Full Name: \_\_\_\_\_  
*Last* *First* *M.I.*

Address: \_\_\_\_\_  
*Street Address*

\_\_\_\_\_

*City* *State* *ZIP Code*

Primary Phone: \_\_\_\_\_ Alternate Phone: \_\_\_\_\_

Relationship: \_\_\_\_\_

### Secondary Emergency Contact Information

Full Name: \_\_\_\_\_  
*Last* *First* *M.I.*

Address:

\_\_\_\_\_  
*Street Address*

\_\_\_\_\_  
*City* *State* *Zip*

Primary Phone: \_\_\_\_\_ Alternate Phone: \_\_\_\_\_

Relationship: \_\_\_\_\_



**Northern VA EMS Council  
Critical Business Functions**

**Business Function**

High Priority \_\_\_\_\_ Medium Priority \_\_\_\_\_ Low Priority \_\_\_\_\_

Employee In Charge \_\_\_\_\_

Timeframe or Deadline \_\_\_\_\_

**Who Performs this function?**

Employee(s) \_\_\_\_\_

Vendor(s) \_\_\_\_\_

Key Contact(s) \_\_\_\_\_

**Who provides input to those who perform the function?**

Employee(s) \_\_\_\_\_

Vendor(s)

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Key Contact(s)

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**Who uses the output from this function?**

Employee(s)

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Vendor(s)

---

Key Contact(s)

---

**Procedures to complete the function**

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**Recovery notes**

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**Northern VA EMS Council  
Key Contacts**

_____	_____	_____	Accountant	Local
_____	_____	_____		
_____	_____	_____	Local Radio Station	
_____	_____	_____	Local Television	
_____	_____	_____	Mental Health/Social	
_____	_____	_____	Police –	
_____	_____	_____	Hospital	Public Works
_____	_____	_____	Telephone Company	
_____	_____	_____	Other	

**Name**

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**Account #**

---

**Street**

---

**City**

**State**

**Zip**

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**Phone**

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**Primary Contact**

**Title**

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**Website**

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**Recovery Notes**

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## Northern VA EMS Council Supplier/Vendor Information

**Company Name**

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**Account #**

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**Materials/Services Provided**

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**Street**

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**City**

**State**

**Zip**

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**Phone**

---

**Fax**

---

**Contact Person**

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**Contact Phone**

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**Email**

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**Website**

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**Recovery Notes**

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**Northern Virginia EMS Council TIMESHEET**

**Employee:**

**Pay Period:**

**Dates:**

**thru**

Pay Dates	Time In	Time Out	Telecommute Hours	Office Hours	Total Hours
Sat					
Sun					
Mon					
Tue					
Wed					
Thu					
Fri					

Sat					
Sun					
Mon					
Tue					
Wed					
Thu					
Fri					
<b>Total Hours</b>			<b>Telecommute Hours</b>	<b>Office Hours</b>	<b>Total Hours Paid</b>
<b>Notes:</b>					
<b>Emp Ap p roval Date:</b>					



**Northern Virginia EMS Council  
Recovery Location**

**Recovery Location**

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**Street** \_\_\_\_\_

**City** \_\_\_\_\_

**Phone** \_\_\_\_\_

**Directions to recovery location** \_\_\_\_\_

**Business functions to be performed at recovery location** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Employees who should go to recovery location** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Recovery Notes** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_