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CONTINUITY OF OPERATIONS PLAN

Approved by Board: December 20, 2012

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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, the REMS Council is withholding this plan from full public disclosure. Refer any request for a copy of this document to the REMS Council attorney.

EXECUTIVE SUMMARY

The REMS Council has always been prepared, to the greatest extent possible, to respond to all-hazard disasters and events. However, REMS has become increasingly aware of how disasters and emergencies could interrupt or possibly destroy its ability to effectively perform essential functions. Consequently, REMS 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 the council's ability to function effectively in the event of the threat or occurrence of any event.

The REMS Council COOP Basic Plan encompasses the magnitude of operations and services performed by the council. It is tailored to the unique operations of individual (departments/units/other) and the essential functions they perform.

INTRODUCTION

The REMS Council has grown increasingly aware of how all types of events can disrupt their operations and jeopardize the safety of their employees and citizens. Emergency planning, including COOP planning, has become a necessary and required process for the council.

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

The REMS Council is committed to the safety and protection of its employees and providers. This plan provides the council and its personnel a framework that is designed to minimize potential impact during an event.

PURPOSE

All departments with the REMS Council have the responsibility to plan and respond to events resulting from the hazards that threaten Planning District 9 and 16. Events may require departments to operate from an alternate facility location and may seriously overextend local and state resources.

The purpose of this Basic Plan is to provide the framework for departments with the REMS Council to restore essential functions to employees and providers in the event of an emergency that affects operations.

This document establishes the REMS Council's COOP program procedures for addressing three types of disruptions:

- Loss of access to a facility (as in damage to the building);

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- 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 provides policy and guidance to ensure the capability to implement actions to continue essential functions within the recovery priority timeframes established by the COOP Team to maintain essential functions for up to 30 days.

The REMS Council is committed to the safety and protection of its personnel, providers, operations and facilities. This Basic Plan provides the REMS Council's departments and personnel with a framework that is designed to minimize potential impact during an event. Further, the Basic Plan establishes procedures that the REMS leadership can use to strategically minimize risk to its personnel, providers, operations and facilities.

APPLICABILITY AND SCOPE

The REMS Council's Basic Plan provides overarching COOP program elements which support COOP plans developed for individual departments. The department plans address events that cause a disruption to the departmental essential functions. The Basic Plan incorporates the following departments:

- **Director**
 - Acquire and apply the most accurate, up-to-date assessment of the crisis.
 - Establish objectives and strategies for continuity of REMS operations.
 - Deploy resources as effectively as possible, first for restoration of infrastructure and then services.
 - Coordinate to include holding briefings or meetings on a regular basis.
 - Review and authorize action plans, information releases, contracts, and expenditures.
- **Administration and Finance**
 - Track REMS staff during evacuation and relocation.
 - Assure continuity of payroll and other human resource management systems.
 - Oversee contractors and other vendors for incident response.
 - Follow established budget and cost accounting procedures during recovery.
 - Report to the Director.
- **Communications and Information Technology**
 - Assess REMS communications and data processing capacity.
 - Activate back-up systems, as required, beginning with payroll.
 - Restore hardware (PC and phones).
 - Reactivate mission-critical applications beginning with:
 1. Payroll and Accounts Payable / Receivable

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2. Email and Internet service
 - Report to the Director.
- **Staff / Public Information**
 - Activate plans for emergency communication (e.g., phone tree, posts to REMS website, contributions to any needed press releases)
 - Provide directions for employees during the crisis (e.g., changes in responsibilities and work site for staff, unless otherwise instructed by Executive Director).
 - Provide appropriate public information on the incident and status of REMS operations.
 - Provide directions for public use of REMS services (e.g., suspension of classes, alternate service sites, etc.).
 - Report to the Director
- **Planning**
 - In communication with other department members and appropriate authorities (e.g., Building Owner, etc.), gather information on the incident and its impact on REMS.
 - Assess the urgency of the region's need for particular REMS services and the needs for continuity of operations.
 - Develop priorities for preservation, suspension, relocation, or restoration of critical REMS services.
 - Report to the Director
- **Safety**
 - Direct resources to protect the health and safety of REMS employees and visitors.
 - Establish procedures for staff to report to the Safety Officer any apparent threat to health and safety in COOP operations.
 - Report to the Director

The Basic Plan has been distributed to senior leadership within the REMS Council. Training has been provided to REMS personnel with identified responsibilities. The Basic Plan has been shared with other local emergency response and management agencies, emergency management directors, emergency management planners and other interested parties, as applicable.

This Basic Plan describes the actions that will be taken to implement a viable COOP capability within 12 hours of an event and to sustain that capability for up to 30 days. The Basic Plan can be implemented during office and non-office hours, both with and without warning.

The Basic Plan covers all facilities, systems, vehicles and buildings operated or maintained by the REMS Council. The Basic Plan supports the performance of essential functions from alternate facility locations (due to the primary facility becoming unusable, for long or short periods of time) and also provides for continuity of management and decision-making in the council in the event that senior leadership or technical personnel are unavailable.

AUTHORITIES

- Library of Virginia, Records Retention and Disposition Schedule
- Rappahannock EMS Council Executive Committee
- Rappahannock EMS Council Board of Directors

REFERENCES

- Virginia Department of Emergency Management (VDEM), Continuity of Operations Planning Manual for Local Governments, Version 1.1, July 2008
- Rappahannock EMS Council COOP Plan – Approved December 2012

SITUATION

- The REMS Council administrative office and regional training center is located within the city limits of Fredericksburg, Virginia, approximately 60 miles north of Richmond, Virginia and approximately 60 miles south of Washington, D.C.
- Emergencies that could occur within the facility or community include:
 - Fire
 - Flood
 - Severe Weather, including tornadoes or hurricanes
 - Utility outages
 - Contamination or hazmat spill
 - Radiological
 - Terrorism

ASSUMPTIONS

- The REMS Council will continue to be exposed to the hazards or risks identified during this planning process, as well as others that might develop in the future;
- Leadership and employees will continue to recognize their responsibilities to public safety and exercise their authority to implement this Basic Plan in a timely manner when confronted with an event;
- During an event, the REMS Council might need to rely on services of adjacent jurisdictions, state and federal agencies and the private sector for recovery. Thus, this Basic Plan can serve as a basis for future development of a multi-jurisdictional or multi-organizational plan that could incorporate mutual aid agreements, alternate facility locations and inter-department communications plans to ensure a coordinated response in an event; and
- If properly implemented, this Basic Plan will reduce or prevent disaster-related losses.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Key Personnel

Each essential function has associated personnel who are necessary to ensure continuity of operations. Without these personnel, the departments will not be able to perform their essential functions or meet citizen or employee needs. These personnel are necessary to carry out the department's essential functions and fulfill the REMS Council mission.

Personnel Contact List

The Personnel Contact List, also known as the Rapid Recall List, provides the contact information for Coralogic, Office of EMS, bordering EMS Councils and personnel who should be notified if the department or council is threatened by or experiences an event that requires COOP implementation.

External Contact List

The External Contact List provides contact information for external vendors, suppliers or the person most likely to be contacted if the council is threatened by or experiences an event that requires COOP plan implementation.

COOP Plan Implementation Responsibilities

The following lists identify major responsibilities of key and designated officials required to implement the REMS Council's COOP plan.

The Director is responsible for:

- Supporting and providing executive leadership for all emergency planning efforts;
- Assuming ultimate responsibility for the council's preparedness efforts;
- Will authorize staff or designees from among the Rapid Recall List to maintain the COOP and staff during an incident. The positions are listed as Primary and Alternate in each functional role.

The COOP Coordinator is responsible for:

- Developing, coordinating and managing all activities required for the council to perform its essential functions during an event that would disrupt normal operations;

The COOP Team is responsible for:

- Identifying department-specific management and policy issues;
- Creating a planning schedule and milestones for developing COOP capabilities and obtaining plan approval

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The Reconstitution Manager is responsible for:

- Coordinating and overseeing the reconstitution process;
- Developing the reconstitution plan.

Members of the Reconstitution Team are responsible for:

- Developing space allocation and facility requirements;
- Coordinating to obtain office space for reconstitution if the building is inhabitable.

The Council's personnel are responsible for:

- Understanding their continuity roles and responsibilities within the council;
- Knowing and being committed to their duties in a continuity environment;
- Understanding and being willing to perform in continuity situations to ensure the council can continue its essential functions.
- Ensuring that family members are prepared for and taken care of in an emergency situation.

CONCEPT OF OPERATIONS

A COOP plan must be maintained at a high level of preparedness and be ready to be implemented without prior warning. As such, the REMS Council has developed a concept of operations which describes the approach to implementing a COOP plan.

The plan should be fully implemented within 12 hours of activation and be capable of sustaining operations for up to 30 days. The broad objective of this Basic Plan is to provide for the safety and well-being of the REMS Council personnel and enable its continued operation during any event. Specific Basic Plan objectives include the following:

- Enable personnel to perform essential functions;
- Identify key personnel, back-up personnel and supporting personnel for relocation or for performing essential functions;
- Ensure the alternate facility location can support essential functions; and
- Protect and maintain vital records and systems to include a digital money received log.

An event, such as an explosion, fire or hazardous materials incident, might require the evacuation of the building with little or no advance notice. Building evacuation, if required, is accomplished via implementation of the Evacuation or Emergency Response Plan. This COOP Basic Plan is not an evacuation plan.

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

Table 1
Level of Emergency and Decision Matrix

Level of Emergency	Category	Impact on Council	Decisions
I	Alert	An actual or anticipated event might have an adverse impact of up to 12 hours on any portion of the council but does not require any specific response beyond what is normally available.	Alerts appropriate personnel of situation and requests needed assistance. No COOP plan implementation required. The Council facility remains open, but normal business activities are suspended in a room, floor, or section of the building because of damage.
II	Stand-by	An actual or anticipated event estimated to have minimal impact on operations for 12 to 72 hours that may require assistance beyond what is normally available.	Alerts appropriate personnel. Members of the COOP Team are notified and placed on stand-by. Limited COOP plan implementation depending on department requirements. Due to an actual or threatened emergency, the Council facility is closed for normal business activities, but surrounding buildings, utilities, and transportation systems continue to function.
III	Partial Implementation	An actual event estimated to disrupt the operations of one or more essential functions or impact vital systems for more than 3 days.	Alerts senior leadership. COOP Team members alerted and instructed on the full or partial implementation of the COOP plan. Implementation of the COOP plan approved by the senior leadership. Might require the mobilization of all resources. Might also require the implementation of the orders of succession. Might require the movement of some personnel to an alternate facility location for a period of more than 3 days but less than 14 days. Event requires command and control resources be applied to the issue. Due to an actual or threatened emergency, the Council facility as well as surrounding buildings or access routes are closed to normal business activities.

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IV	Full Implementation	An actual event that significantly disrupts the operations of three or more essential functions or impacts multiple vital systems for more than 7 days.	Alerts senior leadership. COOP Team members alerted and instructed on the full or partial implementation of the COOP plan. Might require activation of orders of succession. Might require the movement of significant number of personnel to an alternate facility location for a period of more than 14 days. Event requires command and control resources be applied to the issue, and might require the complete mobilization of all resources. Due to an actual or threatened emergency, the Fredericksburg area is closed to normal business activities and/or the State Offices and/or Office of EMS are closed to normal business activities.
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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 implementation is initiated by an event that causes a disruption to essential functions in the REMS Council. If necessary, the activation of the alternate facility location activities also would occur during this phase. (NOTE: a COOP plan is not a response plan.)

Alert and Notification

The first step will be for the Executive Director or his/her designee to call an organizational meeting. That meeting will be held as soon as possible following the crisis and include all available full-time staff and the Executive Board of the council.

At that meeting, the following will be addressed:

- Review available information on damage to the council facility and operations.
- Activation and Relocation (including alert and notification);
- Determine needs and priorities for preserving and/or restoring services.
- Determine the appropriate size and composition of the Rapid Response Team.
- Develop a press release to inform and guide REMS employees and the people whom REMS serves.

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The Executive Director will authorize staff or designees from among the attached Rapid Response Team to maintain the COOP and staff the team during an incident. The positions are listed as Primary and Alternate in each functional role.

In a Level I incident, the Executive Director of REMS (or his/her designee) will generally administer the COOP alone or assign broad responsibilities to one or two employees or members of the Board.

In a Level II or higher incident will likely require the engagement of members of the Executive Board, each with focused responsibility as well as support of other agencies.

Alternate Facility Operations

Activities and operations for this phase are focused upon restoring the REMS Council's essential functions and providing the critical needs for personnel and visitors. 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 the REMS Council is ready to provide essential functions from an alternate location.

Reconstitution

Reconstitution is the process by which the REMS Council personnel resume normal operations from the original or an alternate facility location. Basic planning for reconstitution should take place concurrently with COOP planning. Event-specific reconstitution planning should be in place as soon as the COOP plan is implemented. The Reconstitution Manager or coordinator takes the lead in reconstitution planning and execution. Once the Executive Director or designee declares the event or disruption has passed and is unlikely to resume, reconstitution operations can begin.

The Basic Plan outlines options for reconstituting the organization regardless of the level of disruption requiring implementation. These options include movement from the alternate facility location to the originating facility or a new site when the originating facility is rendered unusable.

- **Reconstitution Manager.** The Reconstitution Manager will be identified at the time of the incident. This person will be responsible for coordinating all reconstitution efforts for the entire council.
- **Reconstitution Process.** The council develops general guidance and policy regarding ending alternate facility operations and returning to a non-emergency status at the designated primary facility. Once it is determined that reconstitution is appropriate and the all-clear has been given transition should begin to return to normal operations without interrupting and disrupting any further service provision.
- **Reconstitution Procedures.** The council establishes specific actions to ensure a timely and efficient transition of communications, direction and control, and transfer of vital records and databases to the primary facility.

- **After Action Report and Remedial Action Plan.** The council creates a task force to assess all phases and elements of the alternate facility operations and provide specific solutions to correct any areas of concern. Once a return to normal service is complete, an after-action report should be completed along with a root cause analysis to determine methods of improvement for the function of the COOP and also to put into place any methods of prevention for recurrence of the service disruption.

ESSENTIAL FUNCTIONS

**Table 2
 Essential Functions**

Priority	Essential Function	Key Personnel and Back-up	Vital Records	Equipment	Systems	RTO
1	Administration / Finance (Payroll)	Debby Loveless - <i>Primary</i> John Brandrup - <i>Alternate</i>	Payroll Records in Quickbooks program	Computer, & Internet Access	Access to Server, Cox Cable and Quickbooks program	12 to 72 hours
2	Return of Service and Operations	Wayne Perry – <i>Primary</i> Kate Gardella, <i>Alternate</i>	Server documents and Microsoft Outlook accounts	Computer equipment (laptops) and Internet Access	File Server, Internet, VOIP telephone	2-4 hours

ORDERS OF SUCCESSION

**Table 3
 Orders of Succession**

Key Position	Successor 1	Successor 2
Director	Wayne Perry – Primary	Kevin Dillard – Alternate
Safety	Kelly Southard – Primary	Eddie Allen – Alternate

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Planning	Wayne Perry – Primary	Linda Harris - Alternate
Information	Carolyn Marsh – Primary	Pam Bertone – Alternate
Logistics	Charles Sterne – Primary	Debby Loveless - Alternate

DELEGATIONS OF AUTHORITY

**Table 4
 Delegations of Authority**

Authority	Position Holding Authority	Triggering Conditions	Procedures	Limitations
Administration and Operations	Executive Director	Incapacitation or absence	Follow procedures and plans as written, consult with program director	Staffing additions and eliminations must be in consultation with BOD
Training Programs	ALS Instructor	Incapacitation or absence	Maintain training programs and schedule as closely as possible	Cancellation of entire training programs must be in consultation with BOD President. Delay or postpone at the discretion of the senior staff available.

ALTERNATE FACILITY LOCATION

The REMS Council recognizes that normal operations might be disrupted and that there might be a need to perform essential functions at an alternate facility location as listed below.

Table 5
Alternate Facility Location

Alternate Facility Location Information	
Address	LifeCare Medical Transports, 1170 International Parkway, Fredericksburg, VA 22406
Telephone Number	540-752-7721
Alternate Facility Location Official	Kevin Dillard, LifeCare Medical Transports President & REMS Board President
Directions	From Council office, take Route 1 North to Route 17 Intersection. Turn left onto Route 17 and follow several miles to the Stafford Business Park on your right. Follow International Parkway to LifeCare facility on your left.

GO KITS

Professional Go-Kit

The professional go-kit, which is accessible by all personnel, 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. Other documentation that might be contained in a professional go-kit includes:

- COOP plan Revised December 2012;
- Current contact lists for personnel and external parties;
- External hard drive or memory sticks;
- General office supplies (small amount);
- Laptop;
- Office telephone contact list;
- Current equipment inventory;
- Current vital records, files and database report.

MULTI-YEAR STRATEGY AND PROGRAM MANAGEMENT

The COOP Team is responsible for the implementation of the REMS Council's COOP program. While the Basic Plan serves as the guide during activation and reconstitution, the COOP program involves the framework for operational decisions to promote continuity planning.

Suggested roles and responsibilities of the COOP Team include:

- Maintenance of the documents that grant authority for the creation, modification, ongoing maintenance and execution of the Basic Plan;
- Identification of issues that will impact the frequency of changes required to the Basic Plan;
- Establishment of a review cycle;
- Establishment of a testing and exercise cycle; and
- Guidance and prioritization of mitigation activities that the council needs to undertake.

Table 6
REMS Council COOP Team

COOP Team Coordinator: Wayne Perry, Executive Director

Assistant COOP Team Coordinator: Debby Loveless, Office Manager

Department or Division	Name	Position	E-mail
Training	Pam Bertone	ALS Instructor	pbertone@vaems.org
Administrative	Carolyn Marsh	Regional Systems Coordinator	Carolynmarsh@vaems.org

TRAINING, TESTING AND EXERCISES

To maintain the council’s COOP capability, an all-hazard COOP training, testing and exercise program will be established. Major components of this program will include training all personnel 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. Staff will create a kit to shelter-in-place for events where travel is not possible and staff is required to remain in place at the REMS Council. Staff will complete an Emergency Information Form, labeled and sealed in an envelope, and placed inside the Go Kit.

Each department plan contains a testing schedule for its plan and personnel. Even so, it is important to develop and implement a council-wide testing and training program that includes a schedule for testing several or all department plans together.

Training

- Introduction to COOP planning (new employees);
- COOP plan activation and relocation (essential employees);
- Cross training for essential functions (supportive employees);
- National Incident Management System (responders and leadership); and

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- Incident Command System (responders and leadership).

Testing and Exercises

Training on the COOP should occur with any new employee or employee change in position. Regular (no less than annual) review of the procedures and documentation should occur in coordination with the annual employee evaluation program. Regular (no less than annual) review of the document, procedures, personnel, etc. should be performed and updates made as needed.

Exercise of the COOP should occur annually with a table-top or actual exercise which tests the limitations and functions of the plan and confirms that employees understand the function of their position and this document.

A complete after-action and debrief should occur with all staff after implementation of the COOP to determine areas for improvement and modification which can be recommended to the BOD for updates.

Exercise Evaluation

The Executive Director and/or President of the BOD will complete all exercise evaluations and After-Action Reports and indicate if there are any areas of the COOP Basic Plan that need adjustment and implement any essential functions that need further testing and / or training. The Executive Director will make the necessary updates and move them forward to the Board of Directors for approval.

COOP PLAN MAINTENANCE

Plan Maintenance

The REMS Council's Executive Director is the lead in ensuring that the Basic Plan and department plans are updated and maintained in accordance with established schedules. Whenever the plan is updated, it should be reissued with the update recorded in the Record of Changes session.

Table 7 provides a list of standard activities needed to maintain the Basic Plan and department plans and the frequency of their occurrence.

Table 7
Sample COOP Plan Maintenance Table Schedule

Activity	Tasks	Frequency
Plan update and certification	Review entire plan for accuracy. Incorporate lessons learned and changes in policy and philosophy. Manage distribution. Update plan in December.	Annually
Maintain orders of succession and delegations of authority	Identify current incumbents. Update rosters and contact information	Semi-Annually
Maintain alternate Location readiness	Check all systems. Verify accessibility. Cycle supplies and equipment, as necessary	Quarterly
Monitor and maintain vital records program	Monitor volume of materials. Update and remove files.	On-going
Revise COOP Plan Implementation Checklist and Contact information For key personnel	Annual Review conducted in October. Update and revise COOP Plan Implementation Checklist Confirm and update key personnel information.	Annually

ACRONYMS AND DEFINITIONS

Acronyms

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

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 during an event. Similar terms include Alternate Processing Facility, Alternate Office Facility and Alternate Communications Facility.

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

Checklist - A list of the immediate actions to take once the COOP plan is activated. The checklist is a quick reference of important telephone numbers, actions, equipment, etc., in the Plan.

Cold Site - An alternate facility that is void of any resources or equipment except air-conditioning and raised flooring. Equipment and resources must be installed in such a facility to duplicate the essential functions of an organization. Cold Sites have many variations depending on their communication facilities, UPS systems or mobility. Similar terms include Shell Site; Back-up Site; Recovery Site; Alternate Site.

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Continuity of Government (COG) – Preservation of the institution of government. Maintaining leadership, through succession of leadership, delegation of authority and active command and control.

Continuity of Operations (COOP) - The effort to assure that the capability exists to continue essential functions across a wide range of potential emergencies.

Continuity of Operations (COOP) Coordinator - Serves as the agency's manager for all COOP activities. The Coordinator has overall responsibility for developing, coordinating and managing all activities required for the agency 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 Authorities - This list specifies who is authorized to act on behalf of the division head and other key officials for specific purposes.

Devolution - The capability to transfer statutory authority and responsibility for essential functions from the council's primary operating personnel and facility to other personnel and facility and to sustain that operational capability for an extended period.

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.

Emergency Preparedness - The discipline which 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 operation of the council.

Facility - A location containing the equipment, supplies, voice and data communication lines to conduct business under normal conditions. Similar terms include Primary Site, Primary Processing Facility and Primary Office Facility.

Hot Site - An alternate facility that has the equipment and resources to recover the business functions affected by an event. Hot Sites may vary in type of facilities offered (such as data processing, communication or any other critical business functions needing duplication). Location and size of the Hot Site will be proportional to the equipment and resources needed. Similar terms include Back-up Site, Recovery Site, Recovery Center and Alternate Processing Site.

Homeland Security Exercise and Evaluation Program (HSEEP) - DHS developed HSEEP as a threat and performance-based exercise program that provides doctrine and policy for

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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.

Implementation Procedure Checklist - a list of the immediate actions to take once the COOP plan is implemented.

Incident Command System - The operating characteristics, management components and structure of incident management and emergency response operations used throughout an incident.

Internal Call List - Standard format for an emergency-call tree for employees within the scope of the project. Similar term includes Personnel Contact List.

Key Personnel - Personnel designated by their division as critical to the resumption of essential functions and services.

National Incident Management System (NIMS) - NIMS provides a consistent nationwide template to enable federal, state, local, tribal governments, private-sector and non-governmental 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 or Succession of Leadership - A list that specifies by position who will automatically fill a position once it is vacated.

Reconstitution - The process by which local government personnel resume normal business operations from the original or alternate facility location.

Record Retention - Storing historical documentation for a set period of time, usually mandated by state and federal law or 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 promote the resumption of normal activities in the affected area.

Recovery Time Objective - The period from the disaster declaration to the recovery of the essential functions.

Response - Those activities and programs designed to address the immediate and short-term effects of the onset of an event.

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

Risk Assessment or Analysis - The process of identifying and minimizing the exposures to certain threats, which a division may experience. Similar terms include Risk Assessment, Impact

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Assessment, Corporate Loss Analysis, Risk Identification, Exposure Analysis and Exposure Assessment.

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

Statewide Mutual Aid - The Statewide Mutual Aid (SMA) program was developed to assist localities to more effectively and efficiently exchange services and resources in response to declared disaster and emergencies. SMA is a local government program established in partnership with the Commonwealth of Virginia. The program provides a framework for resolution of some inter-jurisdictional issues and for reimbursement for the cost of services.

Test Plan - The recovery plan 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 re-creation 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 which is only partially equipped.