



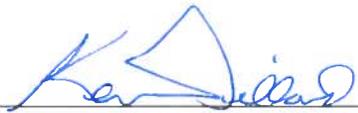
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# **CONTINUITY OF OPERATIONS BASIC PLAN**

**Approved by Board:** December 11, 2019

## APPROVALS

This Continuity of Operations (COOP) plan was prepared by the Rappahannock Emergency Medical Services (REMS) Council to develop, implement and maintain a viable capability for the continuation of operations during disastrous circumstances. This COOP plan complies with applicable internal policy, other local and state regulations, and supports recommendations provided in Federal Continuity Directive 1 (FCD 1). This COOP plan has been distributed internally within the REMS Council and with external agencies that might be affected by its implementation.

Approved:   
\_\_\_\_\_  
President

Date: 10-17-18

Approved:   
\_\_\_\_\_  
Executive Director

Date: 10/17/18

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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.

## **RECORD OF CHANGES**

This record of changes was begun in 2015, after a major revision of the COOP. Past versions of the COOP are on file in the Council offices, and all future changes shall be tracked here.

Submit recommended changes to this document to the REMS Council COOP Coordinator:  
*Executive Director*

<b>Change Page Numbers</b>	<b>Summary of Changes</b>	<b>Date Entered</b>	<b>Posted By</b>

## PURPOSE

The entire staff of the REMS Council has the responsibility to plan and respond to events resulting from the hazards that threaten Planning District 9 and 16. Events may require Council staff 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 staff of the REMS Council to restore essential functions to employees and providers in the event of an emergency that affects operations and 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.

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

- Loss of access to a facility (as in damage to the building);
- Loss of services due to the release of hazardous chemical, biological, or radiological materials into the atmosphere (as in a radiological contamination due to disaster at North Anna Nuclear Power Station);
- 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 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.

# CONSIDERATIONS AND REFERENCES

## 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.

## 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

## **APPLICABILITY AND SCOPE**

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.

The Basic Plan incorporates two departments:

### **ADMINISTRATION**

*Executive Director, Regional Field Coordinator, Regional Systems Coordinator, Office Manager*

#### Department Responsibilities Include:

- 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.
- 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.
- 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.
- Track REMS staff during evacuation and relocation.
- Responsible for the Personnel Contact List, also known as the Rapid Recall List, provides the contact information for Cyberbility, Jim Huffman: Regional EMS Council IT

Support, 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.

- Responsible for 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.
- Oversee contractors and other vendors for incident response.
- Follow established budget and cost accounting procedures during recovery.
- Assess REMS communications and data processing capacity.
- Activate back-up systems, as required.
- Restore hardware (PC and phones).
- Reactivate mission-critical applications beginning with email and internet service
- 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.

## **TRAINING**

*Program Director, Regional Education Coordinator, ALS Instructor*

### Department Responsibilities Include:

- Provide directions for public use of REMS services (e.g., suspension of classes, alternate service sites, etc.).
- Report to the Director

# ORDERS OF SUCCESSION

**Table 1**  
**Orders of Succession: Department Leaders**

Department	Primary	Alternate	Succession Triggering Conditions	Procedures	Alternate Limitations
Administration	Executive Director	President	Incapacitation or absence	Follow REMS procedures and plans as written, consult with Program Director	Staffing additions and eliminations must be in consultation with the Board of Directors
Training	Program Director	Education Coordinator	Incapacitation or absence	Maintain training programs schedule as closely as possible	Cancellation of entire training programs must be in consultation with Board of Directors. Delay or postpone at the discretion of senior staff available.

# LEVEL OF EMERGENCY AND DECISION MATRIX

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 2**  
**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.

Level of Emergency	Category	Impact on Council	Decisions
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.
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.

# 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.

## 1. Activation and Relocation

COOP 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.)

### A. 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 (See “Organization and Assignment of Responsibilities”).
- Develop a press release to inform and guide REMS employees and the people whom REMS serves.

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.

## 2. 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.

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 3  
Alternate Facility Location**

<b>Alternate Facility Location Information</b>	
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.

**A. GO KITS**

**Professional Go-Kit**

The professional go-kit, which is accessible by all personnel, includes:

- COOP plan, most recent revision;
- 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;
- Staff contact sheets.

The Go-Kit should be updated quarterly.

### 3. 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 begin 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.

## **ORGANIZATION AND ASSIGNMENT OF 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;
- Authorizing 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

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.

# **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.

## **A. 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. Administrative staff will maintain a contact sheet for each staff member in the "Go Kit."

### **1. 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
- Incident Command System (responders and leadership).

### **2. 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.

**3. 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.

**B. COOP 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 4  
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
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

## **APPENDICES**

### ***EVACUATION PLAN***

Evacuation plans are posted in each room of the Council's facility. The following information is marked on each map:

1. Emergency exits
2. Primary and secondary evacuation routes
3. Locations of fire extinguishers

### ***EVACUATION TO ALTERNATE LOCATION PROCEDURE***

When evacuating to an Alternate Location from within the REMS Council building, staff should bring, if it is safe to do so:

1. The "Go Kit".
2. Personal USB with backup of individual files.

### ***SHELTERING IN PLACE***

In the case of an emergency where hazardous materials may have been released into the atmosphere, such as chemical, biological, or radiological contaminants, Council employees may be instructed to "Shelter-in-Place." This means selecting a small, interior room, with no windows, and taking refuge there. Sealing the space may also be part of the process. Employees cannot be forced to shelter in place, but Employee cooperation is greatly encouraged.

#### **A. Sheltering in Place Supplies:**

The REMS Council shall maintain a "Sheltering-in-Place Kit" containing:

1. Water – Three days' worth of water for each staff member (1 gallon per person, per day) for drinking and sanitation.
2. Food – Three days' worth of food for each staff member, in the form of non-perishable rations.
3. "Space Blankets".
4. Weather radio and batteries.
5. Flashlight (hand crank).
6. First Aid Kit.
7. Whistle.
8. Dust masks (one per employee).
9. Moist towelettes, feminine hygiene products, garbage bags, and plastic ties for personal sanitation.
10. Window and door sealing supplies: duct tape and plastic sheeting.

This kit will remain in the designated Shelter-in-Place location, and is maintained by the Office Manager. The kit is to be inventoried and replenished annually, during the first week of January.

#### B. Sheltering in Place Location:

When a Shelter-in-Place advisory is issued, REMS Staff and Visitors shall shelter in the basement storage room.

The Shelter-in-Place Kit is to remain in this room at all times.

#### C. Sheltering in Place General Procedure:

1. During a known emergency, staff should be monitoring radio or television for an announcement advising a “shelter-in-place”. When such announcement occurs:
  - a. Notify all employees and visitors that the Rappahannock EMS Council is preparing to Shelter-in-Place and that the doors will be locked after three minutes. Any individuals who wish to leave must do so at this time; any who stay must be prepared to shelter in place until the “all clear” is announced as the seal on the building cannot be broken until that time.
  - b. Lock all doors and windows.
  - c. Turn off all air-handling equipment.
  - d. Proceed to designated Shelter-in-Place area (Basement—“Storage Room”)
    - i. Verify presence of all staff and visitors who decided to Shelter-in-Place.
  - e. Seal shelter in place room: duct tape and plastic sheeting should be used to cover all windows and vents. Duct tape should be used to seal cracks around the door.
  - f. Tune into emergency radio and listen for the “All Clear”
  - g. Upon receiving “All Clear,” staff may leave shelter, open all doors and windows, and turn on air-handling system, then assemble outside in the 2300 Fall Hill parking lot.
    - i. Verify presence of all staff and visitors who decided to Shelter-in-Place.
  - h. Employees may return to building after the space is thoroughly ventilated.

D. Sheltering in Place Procedural Checklists by Position:

***Executive Director and/or Office Manager:***

When a shelter in place advisory is issued, the Executive Director and/or Office Manager shall:

- Announce to employees and visitors: “A shelter in place advisory has been issued. All employees and visitors should proceed to the basement. Employees should make sure office windows and doors are closed as they leave.”
- Post “Office Closed – Shelter in Place in Effect” sign; lock front door. Verify rear administrative entry is locked.
- Turn off HVAC unit for administrative offices.
- Locate a cellular phone and the emergency weather radio; bring to designated shelter in place room.
- Determine from sign-in sheets whether all employees and visitors are accounted for. All should be in the shelter room in 3 minutes.
- Obtain window and door sealing supplies from Shelter in Place kit and proceed to seal doors and windows with assistance of other personnel.
- When “All Clear” is issued, take sign in sheets and leave shelter room; proceed to meeting area. Account for employees and visitors using sign in sheets and report any discrepancies to the Executive Director or President.

Sheltering in Place Procedural Checklists by Position (Continued):

***Regional Field Coordinator and/or Regional Systems Coordinator***

When a shelter in place advisory is issued, the Regional Field Coordinator and/or Regional Systems Coordinator shall:

- Verify all doors and windows in the Training Center are sealed.
- Turn off HVAC units for the Training Center.
- Lock the Training Center entrance; post “Office Closed—Shelter in Place in Effect” sign.
- Proceed to designated shelter in place room.
- Assist Executive Director and Office Manager with sealing windows and doors.
- Upon receiving the “All Clear”, remove tape and plastic sheeting sealing the shelter door and windows. Discard as appropriate.
- Exit the designated shelter, and proceed to the designated meeting area outside and report to the Office Manager or Executive Director.

Sheltering in Place Procedural Checklists by Position (Continued):

***Regional Education Coordinator and/or ALS Instructor***

- Proceed to designated shelter-in-place room.
- Locate Shelter-in-Place Kit.
- Assist with sealing windows and doors.
- Upon receiving the “All Clear”, leave the designated shelter. Turn on HVAC systems in the building and open all windows.
- Proceed to designated meeting area outside and report to Office Manager or Executive Director.

## *Rapid Recall List*

Employee	E-mail Address	Cell Phone Number
E. Wayne Perry	<a href="mailto:wperry@vaems.org">wperry@vaems.org</a>	540-273-4183
Margot Moser	<a href="mailto:mmoser@vaems.org">mmoser@vaems.org</a>	540-656-8485
Vivian Delts	<a href="mailto:vdelts@vaems.org">vdelts@vaems.org</a>	540-220-7061
Linda Harris	<a href="mailto:lindaharris@vaems.org">lindaharris@vaems.org</a>	540-846-2978

Emergency Personnel	Telephone Number(s)
Fire / Police / EMS	Dial 9-1-1
Alternate Facility Contacts	LifeCare Medical Transports 540-752-7721