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Continuity of Operations Plan (COOP)

Guide for Disaster Avoidance, Preparation and Recovery

Revision 11-12

To be considered by WVEMS Board of Directors December 13, 2012

Mission

The mission of the Western Virginia EMS Council is to reduce morbidity and mortality by facilitating regional cooperation, planning and implementation of an integrated emergency medical services delivery system.

Introduction

The primary purpose of the continuity of operations plan (COOP) is to enable the council to recover from a disaster as soon as possible so that it can continue its operations to fulfill its mission. In times of disaster, that mission might additionally include support and assistance to the various EMS agencies, localities, hospitals, and other public safety organizations and personnel, and the general public, to help them recover from disaster. The exact form of assistance may be variable depending on the disaster, but this plan does identify certain essential steps the council will take to support the EMS community and others who will depend on that support.

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Section 1. Leadership Team

Who is in charge during a crisis? The WVEMS Leadership Team, appointed by the WVEMS executive director, consisting of:

- WVEMS Executive Director
- Regional Education Program Director
- WVEMS Business Manager
- NSPA Executive Director

Duties of Leadership Team members in times of crisis:

- Admin/Management – facilitates communications among team members and oversees plan and plan tests. Locate temporary office space and coordinate activity around setup. Coordinate activity between and among staff regarding client, customer, vendor and other party communications to ensure continuation of operations and continued provision of essential functions. (See Appendix B)
- Systems/telecommunications recovery – Conduct all activities around IT and telecom recovery as well as data preservation, security and recovery. Provide staff briefings on internal emergency preparedness supplies, equipment, security and procedures.
- General additional team duties: Conduct an initial business preparedness and impact analysis and continue to reassess preparedness needs based on board, staff, experiential and best practices feedback. Develop and periodically revise the COOP.

Section 2. Essential Functions

Listing of significant, identified essential functions that must be continued in case of a major disruption. This list is not intended to be all-inclusive, but represents examples of functions that must be given priority to restore and maintain.

1. Payroll and benefits administration to support adequate competent staffing
2. Payable/Receivable processing to ensure that vendors are paid and payments to WVEMS are deposited
3. Off-site educational program support to ensure that ongoing programs may continue
4. Off-site consolidated testing to ensure that scheduled CTS sites are conducted as announced
5. Technical support to agencies and providers to ensure that means of communication are maintained to allow those we normally serve to contact WVEMS for assistance

6. Maintain WVEMS and NSPA fleet to ensure use of vehicles and support trailers. Particular attention to be given to the NSPA Mobile RHCC which offers satellite Internet, etc.
7. Maintain EMS communications systems
8. Maintain VHAAS status boards and Web-EOC, and staffing for RHCCs as needed
9. Maintain administrative and programmatic support for the Medical Reserve Corps in areas contracted by the Virginia Department of Health

Section 3. Order of Executive Succession

Key Position	Successor 1	Successor 2	Successor 3	Successor 4
Executive Director	Regional Education Pgm. Director	Business Manager	Senior Field Coordinator	President, Board of Directors
Regional Education Program Director	Senior Field Coordinator	Field Coordinators	WVEMS Executive Director	President, Board of Directors
Business Manager	Executive Director	Office Manager or Admin Asst	Treasurer, Board of Directors	President, Board of Directors
NSPA Executive Director	NSPA Chairman	WVEMS Executive Director	VHHA HPP Technical Advisor	VHHA Vice President

Section 4. Delegation of Authority for Essential Functions

Authority	Position Holding Authority	Triggering Conditions	Procedures
Authorize Alternate Work Location(s)	Executive Director (Follow order of succession above if necessary)	Disruption of infrastructure at regular site(s)	Work from home or establish alternate longer-term location
Implement Other Emergency Procedures	Executive Director (Follow order of succession above if necessary)	Failure or disruption of essential support services	Work from home, activate alternate sites, implement backup communications systems

Section 5. Staff and Visitor Preparedness

- All staff will receive training in emergency preparedness. At a minimum:
 - All staff will review this COOP as part of initial employment briefing.
 - All staff will be trained in the equivalent of the American Heart Association's Heartsaver CPR, AED and First Aid within six months of employment. (Prior training at the EMT-B level or above will suffice for the first aid training)
 - All staff will initially and periodically receive orientation on the location and use of the council's AEDs, first aid kits, fire extinguishers, emergency lighting, evacuation routes and assembly points.
 - All staff will periodically discuss office security, locking procedures and other personal security techniques.
- Floor plan drawings representing the council office, evacuation routes and placement of fire extinguishers, first aid kits and AEDs will be posted in conspicuous locations.
- Any persons or groups using the council office for meetings, courses and events will receive written or electronic information for attendees. The information will highlight general housekeeping announcements (restrooms, vending, coffee, etc) and include life safety information regarding facility evacuation routes and location of fire extinguishers, first aid kits and AEDs.
- In case notification needs to be made of office closing or meeting/course/event postponement or cancellation, the registration process for events should include reliable email addresses and 24/7 telephone contact information for attendees. In the event of outside groups, the group planner/event coordinator should be advised to maintain up-to-date attendee contact information for this same reason, and staff should have reliable 24/7 contact information for that group planner or coordinator.

Section 6. Maintaining Contact with Employees

- The team will initially utilize email, utilizing computers and handheld communications device (Smart phone or whatever similar device is in use at the time of crisis) to contact all employees. Contact information for all employees will be provided to all employees in hard-copy form and for inclusion in Outlook contacts which can be accessed from any location via the Internet, using the Outlook web interface. The WVEMS Office Manager (or Administrative Assistant) will keep employee information up-to-date. Additional backup employee contact information will be maintained in the council's password-protected electronic bookkeeping system and in locked personnel files (the backup information accessible to the Office Manager/Administrative Assistant, the Executive Director and the Business Manager).
- During emergencies or any situation which closes the office during regular office hours (examples include prolonged loss of power, localized flooding, etc), the team will utilize the methods described above to notify all staff members of the situation

and anticipated resumption of operations. These methods may also be used to notify staff of any other serious office situation or security issue.

- The team will utilize staff members' vaems.org email (and any existing secondary email addresses) to supplement and augment emergency notification information.
- All staff members will use the Microsoft Outlook program to maintain personal work calendars, and shall "share" their calendars with other staff members. The Council's management team will regularly review staff calendars and will be generally cognizant of the current location of each staff member. Staff members in the Roanoke office should also verbally notify the Office Manager/Administrative Assistant when coming and going from the office.

Section 7. Emergency Assembly Location

- In the event of emergency evacuation of the council's main office, staff members and visitors will assemble across Norwood Street in the Duncan Automotive parking lot near the door to the pre-owned car showroom. The assembly point for evacuation from other Council offices will be as described in the evacuation plan for the facilities in which those offices are located. Situations such as a fire alarm or known fire, security situation or any other emergency deemed to render the office unsafe shall prompt emergency evaluation.
- A team member or other responsible party will provide an "all clear" to those evacuated to return to the office, or to depart and return as indicated based on the circumstances causing the emergency evacuation.

Section 8. Data Protection, Redundancy and Recovery (Also see Appendix 2)

General Policies

- Council policies require all staff to save all work-related electronic files on the network server ("S" drive).
- The WVEMS network server will be configured with the capability to make off-site backups which will be uploaded automatically to server networks maintained by a subscription-based service. Other backups on-site may also be maintained.
- The WVEMS network server will be configured such that backup copies may be restored at any time. Each backup site maintains incremental daily backups for a minimum of 14 days.
- All desktop computers, servers and other essential electronic equipment will be protected by Uninterruptible Power Supplies. All laptop computers will be protected by surge suppressors.
- All council users will be assigned network passwords. Server enforced policy will automatically log off a user after 30 minutes of inactivity.
- The main network server, related equipment and onsite backup drives will be maintained in a locked area accessible to the team and IT support technicians.

- All council computers will have up-to-date antivirus software, firewalls and other processes to avoid malicious attacks as recommended by IT support.
- A listing of computer network hardware, software, telephone equipment, IT vendors, network mapping and settings are included in Appendix 1 (IT/Telecom Vendor List).
- Copies of board and standing committee minutes and council program reports will be posted to the OEMS Lotus Notes system (when required by contract) as well as to the council's website providing multiple, redundant copies of these records.
- The council's website and email service will be provided and maintained on off-site servers protected with UPS, physical site security, resistance to high winds, nightly backups, and redundant Internet connectivity. The current vaems.org host and council IT support is Corallogic Corporation.
- Related "[Computer Usage and Email Policies](#)" are found in the Council's Employee Policies (hard copy provided to each employee and accessible on-line at www.wvems.org/pp2006).

Document Preservation

In addition to electronic files addressed in the previous section, the council will identify and take precautions to preserve critical paper documents.

- The council's records retention policy requires maintenance and disposal of certain documents at 3 and 7 year intervals, and maintenance of certain documents on a permanent basis. See related Records Management Policy (hard copy maintained by Office Manager or Administrative Assistant) and computer network Public folder.
- Storage for permanent and 7-year paper records will be provided in marked file boxes in a closed storage room which may be on-site or off-site.
- Critical records (including the IRS non-profit determination letter, articles of incorporation, bylaws, current asset lists, etc) will be scanned to electronic format and retained in the computer network Admin folder which will also cause offsite backup of these files.
- Copies of critical documents, including vehicle titles will be stored in the Council's on-site safe with a minimum 2-hour fire rating.

Section 9. Insurance and Liability, Human Resources Protection

- The council will maintain general business insurance coverage (includes fire, theft and general liability) for all assets, staff and visitors. The level of fire and theft coverage will be revised and adjusted annually if needed based on replacement costs of furnishings and equipment assets.
- The council will maintain required automotive insurance for council-owned vehicles and trailers.
- The council will maintain a general risk management policy (umbrella liability coverage) available through the Commonwealth of Virginia (VA Risk2) to provide staff, board and volunteer coverage.
- The council will maintain employee theft insurance.
- The council will indemnify the board of directors.

- Staff will monitor general conditions of furnishings, carpets, and other aspects of the council office and correct or report to the team and/or building management any situation which might cause a hazard.
- The Council will maintain workers' compensation insurance for all employees to ensure the most effective "return-to-work" environment.
- The Leadership team will continually assess the Council's policies, procedures and benefits structure to prevent excessive absenteeism and to promote prompt return-to-work in the event of a major disruptive event. Emphasis will be placed on policies and benefits to maintain and improve the health of employees and their families.

Section 10. Disaster Preparations and Response

Predesignated assembly location for office evacuation

See Section 1.

Mass illness

The primary objective related to mass illness such as the pandemic flu will be to help prevent the spread of the disease among employees and their families, to maintain essential office operations as much as possible and to take action to help restore normal office operations as soon as possible.

To help prepare for mass illness, staff members are generally paired with other staff members (wherever possible) in understanding and performing work functions; that is, at least one other staff member can assume a staff member's duties. An administrative duties pairing is established for all administrative support staff (see Appendix 3). All program staff within each program should frequently work with other staff members to ensure sharing of information, project lists, contract deliverables, contacts, etc. All committee members and contact information is maintained in the main WVEMS database. Such individual contact lists may also be maintained in individual staff member's Outlook. Staff members with responsibility for a committee or program are responsible for the accuracy of the main server database information for committees, students, instructors and others within their area of responsibility.

To help minimize disease spread, staff members and their families are advised to take personal actions such as frequent hand washing, distancing from others with disease, and other actions consistent with recommendations provided by public health directors. To assist with recommendations related to social distancing, the council will support electronic meetings, teleconferencing, etc. of committee meetings and other networking necessary to continue council activities.

Unanticipated disasters

Localized versus regional (weather events, fire, other office damage) – In general, this plan helps ensure that regardless of the disaster, the council is prepared to restart operations by restoring data, short or long term relocation, or other actions to get back in business as soon as possible. An unanticipated disaster such as a fire might prompt

immediate evacuation, then a return after an “all clear”. Significant fire damage might prompt temporary or permanent office relocation depending on the severity of damage. A tornado may not prompt an immediate evacuation, but resulting damage might cause the need for office relocation. In all cases of unannounced disaster, the most immediate plan calls for life safety—taking action to ensure the safety of staff and visitors to the office. Following the disaster, the team will assess the need for follow up actions and advise remaining staff.

Event cancellation or postponements

Since office closure due to an impending weather emergency or unanticipated disaster can disrupt planned meetings, courses or other activities involving visitors to the office, the plan includes notification of such facility issues to expected visitors. Anticipated attendee information should be collected in advance of meetings, courses or other activities in the office (see previous section). Program support staff should be prepared to rapidly communicate closing or other event change information to anticipated attendees by email and/or by telephone as time and abilities allow. Appropriate signs should also be prepared and posted on council office/classroom doors related to cancellations and closings by program support staff. In addition, staff should use the council’s website, listserv, committee email lists and any other means of communications to notify committee members and others of event cancellations, changes or office closings.

Section 11. Recovery

Planning for predesignated short term office relocation

The council has developed memorandums of understanding with two potential alternate short term office locations. The first is a MOU with NSPA to use the Mobile RHCC/Communications Trailer as an emergency office. This trailer is configured with satellite communications, Internet, radios, telephone, and workstations. It also has kitchen and restroom facilities. The second MOU was developed with the Salem Civic Center to provide a temporary fixed office facility. These MOUs are on file with NSPA and the Salem Civic Center, and stored in a public folder on the WVEMS document server.

Current vendor contact information, computer network information, telephone information and re-use of existing undamaged equipment will be used by the Leadership Team to recreate a reliable office infrastructure. (See Appendix 1)

Telephone and email contingency for off-site work

The Council’s email system is hosted on a secure Exchange Server located in an off-site data center. Email may be accessed and used anywhere that an Internet connection is available. The Council’s telephone service is Voice-Over-Internet-Protocol (VOIP) based. WVEMS maintains an off-site cache of VOIP telephones that will take over the WVEMS phone system automatically when plugged into any high-speed Internet connection.

Work from home alternatives

The council's network and telephone system will support remote/offsite work locations. Depending on the anticipated need and duration for office relocation, a temporary "work from home" alternative will be considered. VOIP telephones and remote access to files and email make this a viable alternative.

E-meeting alternatives

Temporary relocation, mass illness or other factors may prompt the need to conduct council business of committee meetings or other networking by electronic means. The council maintains a conference calling capability with a third party vendor which supports audio and web conferencing. The web conferencing is available as document sharing for large groups or web-based videoconferencing for small groups.

Reestablish/purchase office equipment, Internet service, Telephone service

A comprehensive documentation of current vendors, service providers, IP assignments, office equipment, etc will be maintained to assist in reestablishment or purchase or replacement office electronics and other equipment. (See Appendix 1)

Reestablish mail delivery

The team will notify the USPS, FedEx, DHL and UPS of any changes in short or long term office relocation.

Reestablish financial management

A priority in reestablishing office operations, and supporting others, will be continuation of accounts payable, payroll and accounts receivable. The council utilizes Peachtree Accounting software for bookkeeping. The program saves its data to the council's server, and is backed up daily. In the event of office disruption, the data can be restored on any other computer with the Peachtree Accounting program, and also by a number of accountants throughout the region. The Business Manager and Office Manager (or Administrative Assistant) will remain proficient in the use of the accounting software. Any program manager can issue purchase orders. Payroll is handled via direct deposit to staff member's banks. The Business Manager has primary responsibility for bookkeeping and the Leadership Team has responsibility for restoring the Office Manager/Administrative Assistant's and Business Manager's computer, Peachtree software and council financial data.

Support to NSPA and MRC

Replacement of medications and supplies - Mass illness, WMD attack or other disaster might require use of NSPA-provided supplies of preventative medications, antidotes or other bulk supplies. The Council will support replenishment of medications or other related supplies as required utilizing available NSPA/ASPR sustainment funding. Medication and supply caches are maintained at the WVEMS office in Roanoke, and at other external locations. WVEMS staff members will assist NSPA staff in distributing this cache upon request.

Support for the contracted MRCs will continue, and perhaps be increased during a disaster or major disruptive event.

Support to EMS community

Emergency protocols: Mass illness or other disaster might require short or long term changes to EMS medical protocol related to triage, treatment and/or transportation of patients. The council will support committee meetings and other networking necessary to facilitate such decision-making. This facilitation may need to accommodate social distancing.

Support to the Virginia Office of EMS

The VAOEMS continuity of operations plan calls for restoration of documents such as regional EMS contracts with assistance from the EMS councils. The council will support the VAOEMS with document recovery and with any other reasonable request to help assess and restore the statewide EMS system.

Planning long term office relocation

Consideration for the potential for long term or permanent office relocation would be driven by catastrophic damage to the existing structure and resulting decisions by the board of directors and insurance providers to rebuild or not. The Executive Director or designee would explore these issues with the board and insurers and would identify suitable office space for long term or permanent relocation if necessary.

Section 12. Devolution

Section 12VAC5-31-2320 of the EMS Rules and Regulations requires that any organization or person establishing, operating, maintaining, advertising or representing itself or any services as a designated regional EMS council must have a valid designation issued by the Board of Health. Section § 32.1-111.11 of the Code of Virginia grants unilateral power to designate regional EMS councils to the Board of Health. Pursuant to these regulations, the Council does not have the authority to transfer operations or authority to any other agency. Should total disruption of services lasting more than 72 hours occur due to catastrophic damage or disaster, the Executive Director or successor will notify the Office of Emergency Medical Services system planner. A determination to temporarily relocate services or to designate another entity will be the responsibility of the Board of Health pursuant to the regulations cited above.

Section 13. Training on, and Exercising the COOP

As addressed in Section 5 above, all office-based employees are provided with the COOP as part of their initial orientation. Annually, a COOP update is provided as part of the council's ongoing staff development program. Once each year, elements of the COOP are exercised. An actual disruptive event such as an emergency weather-related office closure may substitute for a drill.

Appendix 1 - Vendor List

<p>Information Technology/Computer Support- Email, website, web store</p> <p>Coralogic Corporation</p>	<p>Jim Huffman www.coralogic.com 3700 Commerce Blvd Suite 107W Kissimmee, FL 34741-4656</p> <p>407.520.5135 888.267.2564 (888.CORALOG)</p> <p>Support ticket requests: Email to support@coralogic.com or visit www.coralogicsupport.com</p>
<p>Telephone System Support: All offices</p> <p>Coralogic Corporation</p>	<p>Jim Huffman www.coralogic.com 3700 Commerce Blvd Suite 107W Kissimmee, FL 34741-4656</p> <p>407.520.5135 888.267.2564 (888.CORALOG)</p> <p>Support ticket requests: Email to support@coralogic.com</p>
<p>Mobile Phone/Smart Phone Support</p> <p>Verizon</p> <p>Coralogic Corporation</p>	<p>Melody Hodges Customer Service 540-798-8248</p> <p>Blackberry Enterprise Server and Smart Phone integration Justin Ebaugh Coralogic (See IT Support above)</p>
<p>Security System/Card Access System: Roanoke Office</p> <p>Diversified Security Resources</p>	<p>Don Gordon PO Box 505 335 Sontag Road Rocky Mount VA 24151</p> <p>540.484.1634 Mobile 540.400.3173 divscrty@aol.com</p>

<p>Accountants/Auditors</p> <p>Brown Edwards Certified Public Accountants</p>	<p>John C. Hash, II, CPA http://www.becpas.com 319 McClanahan St. SW Roanoke VA 24014</p> <p>540.345.0936 jhash@becpas.com</p>
<p>Vehicle Maintenance-Fuel: Roanoke</p> <p>Roanoke County General Services – Fleet Service Center</p>	<p>Director of Fleet Service Center Roanoke County 5235 Hollins Road Roanoke, VA 24019</p> <p>540.387.6555</p>
<p>Attorney/Registered Agent</p>	<p>Robert H. Logan 2222 York Road Roanoke, VA 24015</p> <p>540.982.6624 540.400.1243 Fax 206.339.2585 logan@vaems.org</p>
<p>Audio/Video/Smartboards</p> <p>Lee Hartman and Sons, Inc.</p>	<p>John Cosgrove www.leehartman.com</p> <p>3236 Cove Road, NW Roanoke, VA 24017</p> <p>540.366.3493 800.344.1832 Fax 540.362.4659</p>

<p>Communications Trailer Satellite Internet Service</p> <p>Skycasters</p>	<p>1520 S. Arlington St., 1st Floor Akron, OH 44306</p> <p>330.785.2100 800.268.8594</p>
<p>EMS Radio Systems</p> <p>Pro Comm, Inc.</p> <p>Two Way Radio, Inc.</p> <p>Mountain Electronics</p>	<p>Tinker Mountain System Pro Comm, Inc. 3805 South Main Street. Blacksburg, VA 24060 http://www.vawireless.com/ 800 277-1777</p> <p>Peaks Knob System Two-Way Radio Inc. 1300 West Ridge Street Wytheville, VA 24382 www.twowayradioinc.com sales@twowayradioinc.com 888.228.2791 Fax 276.228.5053</p> <p>Alleghany Sites (Horse Mountain and Bald Knob) Mountain Electronics 701 S. Highland Ave. Box 328 Covington, VA 24426 www.mountainelectronics.com info@mountainelectronics.com 540 962-3346 Fax 540 962-7869</p>

Appendix 2 – Computer Network Documentation

Council documents and other electronic records are stored on an in-house server or other network storage device to ensure regular backups and security of sensitive documents. All employees have been trained in storage of critical documents on network shares and to redirect “My Documents” folders to the server. Transparent to user operations, this process guarantees both a local and network synchronized copy of user documents and settings providing a redundant copy of documents on the server as well as functional documents in the event of a server and/or network outage.

Local servers have automated nightly backups that contain both a full restore as well as archived incremental backups of modified files. While archive periods vary based on amount of changed data and size of files, current backup media will maintain at least a 30 day archive.

Local servers also provide DHCP assignment of IP addresses and other network configuration settings. Printers and other devices requiring “static” IP assignment are also provided IP information via DHCP with address reservations. Every attempt has been made to limit manual configuration of equipment on the network. Static IP addresses for routers are provided by the ISP providing Internet connectivity. Any configuration information needed to restore services in the event of a failure will be provided upon equipment replacement.

Uninterruptable power supplies are installed to maintain network and Internet connectivity 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 fluctuations that may cause hardware damage, file corruption or momentary disruptions in network connectivity.

Council websites are hosted by Corallogic and are located on servers in a secured 24/7 staffed facility at the Kissimmee, Florida data center. Uninterruptable power supplies provide an uninterrupted power source until diesel generators restore power to the data center. Fuel to cover a 14 day span is onsite and the data center is 3rd on the local list of critical operations to receive replacement fuel. Equipment is protected by an Inergen fire suppression system and housed in a facility rated to withstand CAT5 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. 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. In addition, an alternate server in an adjoining administrative building receives nightly

updates of all configuration changes, voicemail messages, call logs, etc. Accounts can be activated on the alternate server within moments to retain services in the event of a failure of any PBX equipment in the data center. Due to the hosted nature of PBX services, council offices are not dependant on local telco facilities or on premise equipment. Restoration of telephone service can be rapidly deployed using offsite IP telephones and or computer based softphones. There is also the ability to redirect incoming DID (direct inward dial) numbers to alternate landline numbers as a failover.

All council email (vaems.org accounts) are maintained on equipment owned by the Alliance for Emergency Medical Education and Research, and controlled by the Council, in the Kissimmee data center. This server holds the AEMER event registration system, Exchange mailboxes and the regional EMS council Blackberry Enterprise Server.

In the event of hardware failure, standby servers are available for lease from the data center until such time the defective equipment can be rebuilt or replaced. There is no cost to maintain the availability of standby servers until these servers are actually placed into operation and are then billed on a month-to-month lease basis. Rack space in the data center is also available to the council offices for other dedicated services and would be provided the same protection as other equipment in the facility.

Offsite hosting of council email accounts will provide increased communications reliability. Users will have complete access to all email messages, contacts, calendars, tasks, etc. from remote computers using Outlook, the Outlook Web Access web interface, as well as wireless handheld devices. Email communications is not dependent on Internet connectivity and/or power at the council office.

Appendix 3 – Administrative Duties Pairing

WVEMS Executive Director is paired with Education Program Director
Business \Manager is paired with Office Manager (or Administrative Assistant)
Senior Field Coordinator is paired with Field Coordinators
NSPA Executive Director is paired with WVEMS Executive Director