

Continuity of Operations Plan (COOP)

**This document replaces the previous COOP
adopted on November 22, 2005**

As of May 28, 2019



Section 1: Purpose

This document serves as the River to Sea Transportation Planning Organization (hereinafter R2CTPO) Continuity of Operations Plan (hereinafter COOP). The purpose of this document is to educate employees on how to respond to different types of emergencies, taking into account the R2CTPO layout, structural features, and emergency systems. This COOP is an effort by the R2CTPO to ensure continued performance of minimum essential functions during a wide range of potential emergencies.

Emergencies are any unplanned events that can cause deaths or significant injuries to employees, customers or the public; or that can shut down an organization, disrupt operations, cause physical or environmental damage, or harm the organization's public image. Emergencies may include fires, hazmat incidents, flooding, tornados, communications failures, radiological incidents, civil disturbances, hurricanes/tropical storms, explosions, and/or terrorist events. As provided in this COOP, continuity is by the development of plans, procedures and provisions for alternate facilities, personnel, resources, communications, and vital records/databases.

Section 2: Applicability and Scope

The COOP shall apply to the R2CTPO, its employees, and dependent upon the nature of the emergency and time it occurs, R2CTPO Board and committee members, and any other group, organization, persons or invitees who may regularly utilize the R2CTPO office or who may be present at the office facility during the time of an emergency event.

Emergency Meetings: Responses to operational emergencies do not need R2CTPO Board approval. The R2CTPO TPO will follow the bylaws, pertaining to emergency meetings of the R2CTPO Board.

Section 3: Definitions

Designated Emergency Official (DEO): The Executive Director of the R2CTPO is the Designated Emergency Official and is in charge of the office at the time of the “event” occurrence. Should the Executive Director be unable to act on behalf of the R2CTPO office, then the person in-charge would follow the current “Order of Succession” (See Attachment A) which provides for the continuity of essential functions through the orderly succession of office personnel.

Designated Safety Officer (DSO): The Chief Financial Officer of the R2CTPO is the Designated Safety Officer and is the person in charge of general office safety. This person is responsible to oversee that the R2CTPO office complies with all OSHA (Occupational Safety and Health Administration) regulations as they pertain to safety in the workplace. As such, it responsibility of this person to ensure that the office and employees are secure and free from hazards, to assist R2CTPO personnel in reporting and completing the paperwork necessary for any accidents/injuries, and conducting an annual safety inspection of the office. The Executive Director, and when appropriate, the Governing Board of the R2CTPO, will be made aware of violations noted during the inspection.

State Emergency Operations Center (EOC): The State of Florida’s main facility established to respond, recover, and mitigate against and/or from emergencies through the activation, coordination and delivery of essential emergency services. (See Attachment B)

Volusia County Emergency Operations Center (Volusia County EOC): The County of Volusia’s main facility established to respond, recover, and mitigate against and/or from emergencies through the activation, coordination and delivery of essential emergency services in Volusia County, Florida. (See Attachment B)

Section 4: Objectives

The main objective of the COOP is to ensure the R2CTPO fulfills its essential functions in the event of an emergency. The COOP planning objectives include:

- Ensure the safety of personnel and visitors
- Provide the ability to continue essential operations
- Contain provisions for the protection of critical equipment, records and other assets
- Maintain efforts to minimize damage and losses
- Contain provisions for orderly response and recovery from any incident
- Serve as a foundation for continued survival leadership

The COOP, when activated, is intended to remain in effect for as long as determined necessary by the DEO. At a minimum, the plan will remain in effect until at least one or more of the following circumstances exist, as appropriate:

- When the emergency situation has ended
- When the office building can be safely accessed and reoccupied in the event of evacuation
- When full-scale alternate facilities can be established
- Upon direction from the DEO

Section 5: Personnel Status

During an “event”, the R2CTPO office’s first priority is to account for, and determine the health and well-being of each employee and their family/dependents, as well as to notify employees of the status of office operations and necessary actions.

An important component of the emergency plan is to make sure all employees are safe and secure, whether working in the office, at a work-related meeting, on a training assignment or on other travel status. Whenever any employee leaves their appointed duty station for official work, it is imperative that the person(s) in charge of the office know or be readily knowledgeable as to their whereabouts. It is also imperative that the person(s) in charge is able to reach individuals that might be offsite of the office. In order to assist in this employee status knowledge each employee shall:

- Keep and maintain their workday schedule/personal itineraries of meetings, events, travel status, leave status, etc. on Outlook.
- Make their calendar fully accessible for viewing by all other office personnel. Accessibility to these calendars collectively will serve as our online office itinerary mechanism.
- Anytime an employee is away from the office on work-related business during normal business hours, calendar information must show the out-of-office location, including temporary duty station location, hotel, etc., as appropriate, and most importantly, a ready means of contacting R2CTPO office personnel (i.e. cell phone number, hotel telephone number, etc.)
- If the “event” affects, or has the potential to affect an employee’s family, employees are encouraged to contact the DEO/DSO to keep them informed of their availability and to seek assistance as needed. Each employee’s first priority, without exception, is to ensure their family is safe, secure and has adequate means to deal with the nature and effects of the “event” and its aftermath.
- If an “event” occurs on a weekend or during non-work/business hours and/or an employee is on leave or travel status, **it is the employee’s responsibility to contact the DEO/DSO as soon as reasonably possible.** Upon contacting the R2CTPO office, the employee is to provide their personal status and contact information (address, telephone number, email, etc.). If the employee cannot reach the R2CTPO office person designated above, their next attempt is to contact the Senior Transportation Planner and/or Community Outreach Coordinator.

Section 5: Personnel Status

- The DEO is responsible for assessing/determining the whereabouts of all employees, for obtaining information on the impact of the “event” on all employees and their families, and for communicating this information to the DSO. The Senior Transportation Planner and/or the Community Outreach Coordinator will assist and/or perform this duty in the absence of the Executive Director. Note that these individuals will take whatever steps necessary to contact those employees who do not call-in, and/or whose whereabouts cannot be ascertained, including asking the proper authorities for assistance.
- **It is the responsibility of each employee to have available, at home and while traveling, the official business phone numbers, as well as the home phone and cell phone numbers of their respective supervisor, plus all other office employees.** These numbers are critical to accounting for the whereabouts of employees during any “event.” The Administrative Assistant will provide a list of contact numbers to each employee and is also responsible for keeping the information current and updated annually, at a minimum.

Section 6: Order of Succession and Telephone Lists

The R2CTPO will utilize the following information lists as the guide to contacting office personnel and their families if there is an “event” affecting the R2CTPO’s office operations. All personnel shall keep the following information at home, as well as at readily available locations in the office and while on travel status. This information is as follows:

Order of Succession: This documents the person in charge of the R2CTPO office’s operations in the event that the Executive Director is absent or unable to act in fulfilling his/her normal range of responsibilities. This document also identifies who in the R2CTPO office is to serve as the primary Designated Emergency Official (DEO), as well as the designated alternates. (See Attachment A)

Telephone Roster of Employees: This is the office’s complete list of employee contact numbers, including work phone extensions, home telephone numbers, cell phone numbers and emergency points of contact. The Administrative Assistant maintains this list and updates it annually or as needed.

Emergency Call List: This list provides the contacts to notify emergency officials and/or emergency service providers during an emergency (building manager, police, FBI, etc.). (See Attachment B)

Recovery/ Restoration Telephone List: This list will contain key phone numbers needed in recovery and restoration efforts. (Attachment H)

Regardless of the nature of the “event,” if evacuation of the building is required, the DSO will be responsible for notifying the R2CTPO Executive Director as soon as possible. Notification may happen during normal working hours as well as after hours. The R2CTPO Executive Director will be responsible for notifying the R2CTPO Board Chairperson, if applicable.

Section 7: Security and Occupant Safety

The purpose of this aspect of the COOP is to ensure measures are in place to make the facility secure and to enable employees to deal with an emergency with calmness, forethought and efficiency. The procedures listed below are to protect the employees, should any emergencies occur. **All employees** shall become familiar with the procedures.

Facility security shall always be a priority. The following measures ensure security at the facility:

- Be alert for unidentified vehicles on the premises or near the building
- Be aware of unattended packages
- Be alert to suspicious persons or unusual activity
- Be suspicious and inquisitive about strangers, particularly those carrying large cases or other containers
- Secure and regularly inspect all entrances and storage areas not in regular use
- Check all mail deliveries for common characteristics of letter and parcel bombs and bio-chemical materials
- Keep all entrances to the office except the front door, as well as all storage and utility closets, in locked mode
- Ensure all visitors come through the main office entrance and have an escort
- The second to the last person who leaves for the evening should check all bathrooms and bathroom stalls prior to leaving
- The second to the last person who leaves for the evening should ensure all doors are locked when only one worker is present in the building
- Never give anyone the office code or keys or provide someone with a duplicate set of keys to the facility
- Report the loss or theft of office keys immediately
- Report any of these circumstances immediately to the DEO, DSO or to the person in charge in the office that is acting on their behalf. That person will then determine the appropriate steps to be taken

Section 8: Reporting and Responding to Events

Reporting Events

For safety and insurance purposes, it is imperative that the DSO is aware of any events that might occur within the office. The DSO may be notified as the event is happening or after the event has already happened. The individuals involved in the event should provide the DSO as much information as possible when reporting the event. If the event happens after hours, employees are encouraged to email the DSO the circumstances surrounding the event as well as call the DSO. Individuals call the authorities if they feel their personal wellbeing is in danger.

Section 8: Reporting and Responding to Events

Fire in the Office

- Inform people in the immediate area to evacuate by yelling **"FIRE!"**
- If you witness a fire, activate the nearest building fire alarm and exit the building.
- When safe, immediately call 911.
- If the fire is small (wastebasket sized or smaller) and you know how to use a fire extinguisher, you may attempt to extinguish the fire. Make sure that you have a safe exit from the fire area and use the buddy system. If you cannot put the fire out in five (5) seconds, evacuate.
- To use a fire extinguisher, remember the acronym PASS:
 - Pull the pin.
 - Aim low.
 - Squeeze the handle.
 - Sweep the extinguisher from side to side.
- On your way out, warn others nearby.
- Move away from fire and smoke. Close doors and windows behind you, if time permits.
- Before opening door, place the back of your hand on the door to check for heat. If cool, slowly check the door handle for heat and proceed to exit.
- If the door is hot, do not open it. Find or create an alternative exit (windows). If no other exit is available and you only see smoke, open the door slowly, move to a crawling position, staying low, and quickly crawl to an exit.
- If the door is hot and fire is present, keep the door shut. Place a wet cloth at the base to keep smoke from entering your room.
- Evacuate the building as soon as the alarm sounds and proceed to the designated emergency assembly area. Check in and report that you made it out safe (i.e. DSO, DEO or person(s) in charge.).
- Do not re-enter the building or work area until you are instructed to do so by the emergency responders.

Section 8: Reporting and Responding to Events
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Injury or Illness in the Office

- All employees shall complete an Emergency Contact Form (see Attachment G) and provide this form to the DSO. The DSO is required to coordinate annual updates to the Emergency Contact Form. The information within the Emergency Contract Form will be used to notify the employee's emergency contact, if needed.
- Conduct an assessment to determine the extent or seriousness of the illness or injury.
- **Do not hesitate to call or direct someone to call 911 for emergency medical assistance.**
- The first-aid kit is located in the Copy Room/Mail Room in the first two-door cabinet on the left.
- If aid is required for anything other than a cut or minor injury, emergency medical personnel should be called immediately. In the interim, until professional help arrives, seek the assistance of any staff persons trained in aid and/or CPR.
- If you are injured on the job, notify the DEO and the DSO. Do not assume that someone else has passed on the word of the injury to the appropriate people.
- All necessary workers' compensation forms must be completed within 24 hours for all on-the-job injuries. The DSO is responsible for coordinating the completion of the forms.

Section 8: Reporting and Responding to Events – Continued
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Violence in the Workplace

If you encounter a disturbed or physically violent person, regardless of whether the person is a stranger or a coworker, conduct the following steps:

- Stay calm and do not confront or argue with the person(s).
- Listen, do not interrupt or threaten, and maintain eye contact.
- If possible, do what the person(s) requests (i.e. give them money, keys, etc.).
- Be flexible, do what you safely can.
- Use a firm, non-angry tone.
- If possible, leave the area and call for help. Call 911 and alert co-workers.
- Report any of these circumstances immediately to the DEO, DSO or to the person in charge in the office that is acting on their behalf.

Section 8: Reporting and Responding to Events – Continued
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Threatening Phone Calls and/or Bomb Threats

If you receive a bomb threat, please do your best to remain calm and do not panic. Please refer to the Department of Homeland Security Bomb Threat Checklist (Attachment F) as you handle the situation.

Please do not hang up the telephone or disconnect the line. If you can get someone's attention without disturbing the caller, inform them of the threat; that person can then report the call immediately to the DEO, DSO or the person(s) in charge. This person(s) will immediately assess the situation and make a determination on an appropriate course of action, including notifying the appropriate authorities via the Emergency Call List (See Attachment B), determining whether to evacuate the building, etc., while you handle the threatening caller.

It is stressed that no one is to attempt to go home and/or take one's personal vehicle from the parking lot. No vehicles will be moved until it is determined safe to do so. Remember the "bomb" may be under or in one of these vehicles.

Section 8: Reporting and Responding to Events – Continued

Recognizing Suspicious Letters and Packages

To identify “suspicious” packages and letters before they are opened, mail should be examined for the following:

- Restrictive markings such as “Confidential,” “Personal,” or “Fragile”
- Unexpected mail or mail from someone unfamiliar
- Excessive postage (postage stamps, not a metered strip, indicating that the item was mailed at a post office)
- Foreign writing, postage or return address
- Sloppy or unprofessional packaging
- No return address or a return address not consistent with the state where postmarked
- Incorrect title, or a title but no name
- Badly written or misspelled labels
- Oil stains, leaks, discoloration, protruding materials or a strange odor
- Evidence of electrical wire or tinfoil
- Excessive wrapping materials, such as masking tape, strapping tape or string
- Exceptionally heavy for size, lopsided or oddly shaped
- Ticking, vibration or other sounds

To resolve doubts about a suspicious item, check with the addressee to see if they are expecting such an item.



Section 8: Reporting and Responding to Events – Continued

Handling Suspicious Letters and/or Packages

If you receive or open a letter or package and find it contains a powdery or other “suspicious” substance, or one with a written statement that the item contains a harmful substance, please follow the following instructions:

- **Stop Immediately.**
- **Do not smell or try to analyze the substance. Do not try to clean up the substance.**
- Do not shake or empty the contents of the envelope or package.
- If possible, without disturbing the mail piece or substance, document the following:
 - Location of mail piece or substance
 - Description of substance
 - Description of mail piece (makings, labels, declarations, postage)
 - Addressee’s name and address
 - Mailer’s name and address
- Place the item in a plastic bag or some other type of container to prevent leakage of contents.
- If you do not have a container, then cover the item with something (e.g. clothing, trashcan, etc.) and do not remove the cover.
- Leave the room and close the door or section off the area to prevent others from entering. Mark the door as hazardous so that co-workers know not to enter that room. This is also important to do that so emergency personnel can more easily locate the hazard.
- Wash your hands with soap and cool water for 60 seconds and then wash your face. If any other person touched the item, they must also wash thoroughly.
- Report the incident immediately to the DEO, DSO or the person(s) in charge. They, in turn, will notify the appropriate authorities in the Emergency Call List (See Attachment B) and make the determination as to the evacuation of the office, etc.
- If possible, turn off air conditioners, heaters and fans to prevent any potentially harmful substance from circulating. If you do not have direct access to these systems, then call the building manager listed in Attachment B to have the ventilation systems shut down. In any event, close the door in the room where the item is located.

Section 8: Reporting and Responding to Events – Continued

Handling Suspicious Letters and/or Packages – Continued

- List all the people in the room or area when the suspicious item was recognized.
- Do not re-enter the area where the suspicious item is located as it is a potential crime scene and it is critical that you do not disturb any evidence.
- **Above all, remain calm and wait for the arrival of emergency response personnel.**
- Immediately notify the DEO, DSO or the person(s) in charge. This person will immediately assess the situation and make a determination as to whether the building needs to be evacuated. They, in turn, will notify the appropriate authorities following the order from the Emergency Call List (See Attachment B).

If you receive a letter and/or package, that is suspicious in other ways (i.e. ticking, etc.), please proceed with the following steps:

- **Do not touch or disturb the package.**
- Immediately notify the DEO, DSO or the person(s) in charge. This person will immediately assess the situation and make a determination as to whether the building needs to be evacuated. They, in turn, will notify the appropriate authorities following the order from the Emergency Call List (See Attachment B).

If there is an “event” with the suspicious package (i.e. an actual explosion, aerosol dispersal, etc.):

- **Remain calm. Do not panic.**
- If possible, move to a safer area. Before attempting to move to a safer area, assess the areas you are in or plan to move to for hazards such as fire, live exposed wires, gas line ruptures, debris, etc.
- If it is not possible to move to a safer area due to injury and/or hazards, remain in place until emergency personnel can reach you.
- Listen for evacuation instructions from law enforcement personnel.
- If possible, administer first aid to any injured personnel.

Section 8: Reporting and Responding to Events – Continued

Active Shooter

An Active Shooter is an individual engaged in killing or attempting to kill people in confined and populated areas. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. These situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. The following are good practices the U.S. Department of Homeland Security recommends for coping with an active shooter situation:

- Be aware of your environment and any possible dangers.
- Take note of the two nearest exits.
- Escape: If there is an accessible escape path, attempt to evacuate the premise. Be sure to:
 - Have an escape route and plan in mind;
 - Evacuate regardless of whether others agree to follow;
 - Leave your belongings behind;
 - Help others escape, if possible;
 - Prevent individuals from entering an area where the active shooter may be;
 - Keep your hands visible;
 - Follow the instructions of enforcement or rescue personnel;
 - Do not attempt to move wounded people; and
 - Call 911 when you are safe.
- Hide out: If evacuation is not possible, find a place to hide where the active shooter is less likely to find you. Your hiding place should be out of the active shooter's view; provide protection if shots are fired in your direction; and not trap you or restrict your options for movement. To prevent an active shooter from entering your hiding place lock and blockade the door. Remove any possibility of noise by silencing your cell phone and turn off any source of noise like radios or televisions. It is important to remain quiet.
- If evacuation and hiding out are not possible, it is important to remain calm. Dial 911, if possible, to alert the police to the active shooter's location. If you cannot speak, leave the line open and allow the dispatcher to listen. If you can speak, you should provide the following information:
 - Location of active shooter
 - Number of shooters
 - Physical description of shooter(s)
 - Number and type of weapons held by the shooter(s)
 - Number of potential victims at the location

Section 8: Reporting and Responding to Events – Continued
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Active Shooter – Continued

- **AS A LAST RESORT ONLY**, attempt to take the active shooter down. This is done by acting as aggressively as possible against him/ her; throwing items and improvising weapons; yelling; and committing to your actions. When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her.

- When law enforcement arrives you should:
 - Remain calm and follow the officers' instructions
 - Put down any items in your hands
 - Immediately raise hands and spread fingers
 - Keep hands visible at all times
 - Avoid making quick movements toward officers such as holding on to them for safety
 - Avoid pointing, screaming and/or yelling
 - Do not stop to ask officers for help or direction when evacuating, just proceed to the direction from which the officers are entering the premises

Section 8: Reporting and Responding to Events – Continued

Severe Weather Events

Should the “event” be weather-related, the course of action will be a function of the weather’s severity and the timeliness of notification. Possible actions could include the following:

If the notification was sufficiently timely regarding a pending severe weather event (i.e. hurricane), the course of action could be to close the office and send non-emergency personnel home for the duration of the event. Returning to work would be allowed after the situation has been assessed and the office is determined to be safe for occupancy. Otherwise, the other aspects of the COOP will be activated (See Section 9). If a hurricane watch is issued, the following actions should be taken prior to evacuating the office:

- The DSO should take pictures of all office equipment in the event there are insurance claims
- Move all office equipment and furniture from nearby windows to protect them from water damage
- Clear all desk and table tops of small loose items
- Remove pictures and plaques from walls
- Disconnect all electrical appliances and equipment
- Box or place any loose papers, books, hanging plants, etc., in desk drawers or storage
- Relocate as many files, boxes, computers and other office equipment as possible to the innermost portion of the building
- Remove contents of lower file cabinet drawers and secure contents at a higher elevation
- Cover office machines, desktop computers and other office equipment and furnishings with heavy plastic and secure with duct tape
- Take laptop computers home and store them in a safe place
- Draw the blinds or drapes
- Turn off the circuit breakers for all electricity, except for refrigeration and server, and lock all doors when you leave.

Section 8: Reporting and Responding to Events – Continued
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Severe Weather Events – continued

If the severe weather event were more sudden in nature (Severe Thunderstorm/Tornado Warning), the course of action would include:

- Move out of any work areas with windows
- If your work area has windows, close the window blinds as this helps with flying glass
- Seek shelter to the more central core areas of the office/building where there are no windows (Executive Conference room and/or restrooms)
- Stay in the core area until the event has passed and until an assessment of the situation has been conducted. (Assess possible office damage, account for all personnel, temporary office closure, etc.)

Section 8: Reporting and Responding to Events – Continued

Prolonged Power Outages

Notify the DEO and/or the person(s) in charge and the DSO of the exact location and nature of the power failure. Open the blinds to let in more light and remain in your office until further instructions. Florida Power & Light should be contacted to report of the power outage and to see if there is an estimated timeframe as to when the power will be restored. The phone number and account information is with Attachment B.

Section 8: Reporting and Responding to Events – Continued

Events After Hours

During the timeframes when the “event” occurs after office hours (fire, bomb threat, severe weather, etc.) employees will be notified via the telephone from the DEO or DSO. If the particular event is related to severe weather, official closure of the office will coincide with the official closing of state and/or county government agencies, as notified through local television and radio stations. In any event, one’s personal safety is paramount and liberal leave policies will be in effect.

Section 9: Short Term Office Evacuation and/or Closures

During regular office hours when an “event” (fire, bomb threat, chemical/biological threat/attack, etc.) occurs:

- It will be the responsibility of the DEO to contact emergency officials (911, etc.) and the building manager and fellow tenants (See Attachment B). This is important so that fellow tenants are properly notified and evacuated.
- Orders to evacuate will be provided by walking through the office announcing, **“The building is to be evacuated now!”** Orders will be provided either by the DEO or by the person currently in charge.
- All office occupants will leave the building immediately when hearing the evacuation announcement. Attachment I provides the layout of the office and identifies potential ways to exit the building. **All employees should yell “FIRE!” if you have to in order to get people started out of the building. Walk! Do Not Run.**
- All employees are to be instructed to evacuate the buildings by the nearest safe exit. Employees should escort any visitors and/or meeting attendees out of the building through the nearest safe exit. Move clear of the building. **Once out of the building, go the designated meeting location, do not block the driveway or any of the entrances to the building. The designated meeting location is the parking lot of Haverty’s Furniture.**
- If time allows, and you are not in immediate danger, shut off all electrical equipment, including computers. Turn off all lights and prop the doors open. These steps will reduce electrical hazards, facilitate a search, and reduce the blast effect should an actual explosion occur.
- If the nature of the event or potential event is a “fire” or a possible “chemical/biological/radiological agent,” **Keep All Doors Shut. DO NOT** open doors when there is a fire until one has felt the surface of the door for heat first and only then open the door carefully and in such a manner that keeps all persons away from the entry in the event of smoke or an explosive back draft. For a possible chemical/biological/radiological agent threat open doors carefully as to minimize drafts and close them behind you once everyone is through. Stay away from areas/rooms where agents are found.

Section 9: Short Term Office Evacuation and/or Closures – Continued

- If you are certain that there is no immediate threat to your personal safety, use a fire extinguisher to put out the fire. Fire extinguishers are located throughout the office area at the following locations:
 - Near the front reception area
 - Near kitchen
 - Center of rear hallway
 - Conference room
- If the nature of the event is unknown, then follow the steps as if the “event” were a fire.
- Before leaving the building, the DSO shall ensure that all of the occupants have left the building. This check should also include a sweep through the conference rooms and restrooms. It is the DSO’s responsibility to ensure that all office personnel and visitors are evacuated. This should include ascertaining that handicapped persons, temporary or permanent, are being assisted. Persuasion or direct order may be necessary to ensure complete evacuation. If anyone refuses to leave, it should be brought to the attention of the DEO or DSO as soon as possible.
- Once all persons have been evacuated to the Haverty’s Furniture parking lot, attendance will be taken to make sure all persons are accounted for and present. It is the responsibility of the DSO and/or the alternate to report the accounting of all personnel to the DEO. Those persons on leave, travel status, and/or at other meeting locations shall be accounted for to determine the most appropriate contact plan.
- In the meantime, it will be the responsibility of the DEO and DSO to keep apprised of the situation in order to determine when it is safe to return to the building and/or to determine when it is appropriate to send personnel home until further notice. No one will be given permission to leave the area until:
 - All occupants have reached the evacuation site,
 - All employees are accounted for, and
 - The situation has been accurately evaluated.
- It is stressed that no employee is to attempt to go home and/or take their personal vehicle from the parking lot. No vehicles shall be moved until it is determined safe to do so.

Section 10: Long Term Office Evacuation and/or Closures

The Executive Director and Chief Financial Officer are expected to report to the “site(s)” to assess the damage. If the “event” has severely damaged or destroyed the R2CTPO office, employees need to be prepared to join co-workers in setting up a temporary office and possibly a new permanent office at an alternate location. Email and other forms of public notification should be transmitted to inform Board members, committee members and the public of the office closure.

The DEO and the DSO will inform employees where to report for duty. Until a temporary office has been established, remain at home or at another identifiable location and await receipt of official reporting instructions. If you have not heard from someone within the first 24 hours, start initiating calls to the DEO and/or the DSO.

When an “event” creates a situation where short-term office relocation is needed, the DEO will coordinate with the building manager or a local government agency (i.e. Volusia County government and/or a local municipality) about temporary office space. The DEO and the DSO will work closely with the proper authorities to determine when a safe return to the office will be possible.

Telecommuting arrangements may be considered as an alternative to a temporary office on an as-needed/case-by-case basis. All personnel will need to anticipate going on a standard work week schedule (Monday through Friday, 8:00 a.m. – 5:00 p.m.) and stay on that schedule for the duration of the “event” and its emergency aftermath. Leave restrictions will be invoked while the office is operating under a state of emergency. Leave approvals will be on a case-by-case basis and limited to health and family reasons; however, it will be the DEO’s commitment to do his/her best to minimize this impact upon personnel.

The critical operations to be performed upon the initiation of emergency operations at a temporary office site include the following:

- Ensure that each individual staff member has contacted his or her family in the occurrence of an “event” to ensure their safety and security
- Determine and/or maintain the status of the health and well-being of each employee and their family. If someone cannot be contacted by phone, appropriate personnel will be assigned to determine their whereabouts
- Retrieve essential computer back-up and reestablish essential computer and telecommunication functions

Section 10: Long Term Office Evacuation and/or Closures – Continued
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- Review contracts and the UPWP to determine critical deadlines and the items needed to accomplish those deadlines
- Notify the employees of the status of office operations and arrange a method of maintaining contact
- Determine the upcoming activities that require FDOT and/or FHWA authorization and/or coordination
- Develop a critical needs list and action plan to reestablish a permanent office
- Implement the action plan to reestablish a permanent office as quickly as is reasonably possible

Section 11: Essential Office Functions

During any “event” that creates a long-term office evacuation or closure, essential office functions that must continue include, but are not limited to:

- Project actions necessary to ensure the operation of the transportation system in the “event” area, as well as the balance of the system in the State of Florida
- Authorization of federal-aid funds for eligible activities, programs and projects
- Fiscal Management Information System (FMIS) data entry required to support project actions, authorizations and approvals
- Continuity of the R2CTPO and committee/ board meetings.
- Purchasing/procurement/leasing actions for equipment, supplies, space, services, etc.
- Arrangements for payment of expenses for employees responding to a disaster. This includes all matters pertaining to travel authorization, per diem, voucher processing, reimbursement, etc.
- Various accounting functions which includes payroll, payment of vendor invoices and requesting reimbursement of expended federal dollars

Section 12: Essential Records

Essential records include any documentation and/or information associated with the preceding essential functions. Essential records include:

- R2CTPO Continuity of Operations Plan (COOP)
- Essential Software (Section 13)
- Board and Committee members' contact information
- Personnel Records
- Legal documents (Interlocal Agreements, Lease Agreements and Maintenance Contracts)
- Insurance documents
- FDOT/ FHWA/ FTA contact information
- Petty Cash
- Paper supply of "critical" forms
- Back-up from agency networks
- R2CTPO Procurement Manual
- R2CTPO Employee Handbook

Note: It has been determined that documents pertaining to project and/or program related file materials, especially, and including, all matters that involve communications/correspondence with our federal-aid partners (FDOT, FHWA, local governments), if lost, destroyed and/or irretrievable can be replaced by copies from appropriate parties of our appropriate partners.

Section 13: Computer System Backup and Disaster Recovery

This recovery plan covers temporary emergency equipment, permanent replacement, equipment, software replacement, restoration or important computer/ data system access and safe offsite storage and restoration of the server back-up data.

Essential Software

Important software connections and data system access essential in order to maintain R2CTPO operations include the following:

- Microsoft Exchange Server
- Microsoft Office Professional
- Adobe Acrobat Professional
- Microsoft Internet Explorer (or compatible internet browser)
- Grants Management System (GMS) – payroll and accounting
- ArcGIS
- SAP Crystal Reports

Restoration of Temporary Computer Operations

The COOP will be activated and a temporary office must be quickly established if the “event” has severely damaged or destroyed the R2CTPO office, and/or in some way prevents access. The following steps will optimize the speed of recovery:

- Compile an inventory of equipment that is available outside of the office at the time of the “event” and make arrangements for the equipment to be delivered to the temporary office once the location has been established;
- Report the loss of computer or office equipment or services to the DEO and/or the DSO; and
- Provide information pertaining to any electronic file needs that may not be accessible.

Section 13: Computer System Backup and Disaster Recovery – Continued

- If it is possible to regain access to the R2CTPO office to remove computer equipment from the building, the following equipment should be powered down and removed, if possible:
 - File Server(s)
 - Network Attached Storage device (NAS)
 - WatchGuard and Cisco Firewall appliances
 - Laptops/docking stations/workstations
 - Printers/Copiers/Telephone System/Plotter/Duplicator/LCD Projectors
 - Digital camera
 - Network Switches
 - Uninterrupted Power Supply (UPS)

Email and the File Server

The R2CTPO has contracted with an IT firm to offsite critical data to their co-location data center. Email archiving services are configured to house the R2CTPO's employee mailboxes via an email hosting company. Email boxes will be able to access the mailbox archives over the internet.

Office Operations

The R2CTPO's temporary office will most likely be at a member jurisdiction's facility. It is important that any of the member jurisdiction's facilities either have designated emergency office space and/or conference room space which have sufficient telephone and internet connections to serve the R2CTPO's needs during the recovery. A workstation will be provided for the Chief Financial Officer by MetroPlan Orlando as per our agreement (See Attachment C).

Permanent Restoration of Office Computer Equipment and Services

The Executive Director and Chief Financial Officer have the lead in the permanent restoration of office computer equipment and services. The acquisition of computer equipment to fully restore the R2CTPO office capabilities will be coordinated with our network consultant. The following information will be kept current and provided to assist in the recovery process:

- Server and network information
- Name and contact number for computer technician
- Current office software licenses and vendor information
- Listing of special configurations or software on the staff computer workstations

Section 14: Homeland Security Threat Condition Levels and Corresponding Protective Measures
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A domestic/terrorist threat is any threat or act of violence against the United States, its citizens, territories and/or infrastructure. Reasonable and prudent measures are either in place or being put into place to deter or prevent all foreseeable terrorist and/or other criminal acts against ourselves, our families, our infrastructure and our homeland.

It is important for all of us to be vigilant and aware of our surroundings. Please report suspicious activities to the DEO, DSO or the person(s) in charge as well as to law enforcement officials. Secondly, be aware of your sources for information pertaining to homeland security and terrorist activities. The best and perhaps the quickest source of information will be the internet, daily television and radio broadcasts. It is important that the R2CTPO have a means to ensure access to these broadcasts at all times. Other sources will include phone calls and email pertaining to events, incidents and other emergency information from the state and/or Volusia County's Emergency Operations Center (EOC).

Section 15: Conclusion

Planning for an emergency is not only federal and state public policy and law; it is the smart and right thing to do. The chaotic and traumatic atmosphere following an emergency event can lead to decision paralysis which only compounds the impacts of the event and anxiety of the unknown. Because the dynamics of each emergency can vary widely, the provisions in this COOP are a guide, not a strict mandate. In that regard, sound and reasonable decisions contrary to the guidance in this COOP can and will occur. This COOP, combined with prudent decision-making, will provide the best assurance of personal safety for all individuals of the organization, its customers and the public, as well as the efficient recovery and return of the R2CTPO to its primary mission of transportation system planning which supports sustainable, livable communities and economic development.

Attachment A:
Order of Succession
Organization Chart

Order of Succession

The following is the order of succession in case of an emergency:

1. Lois Bollenback, Executive Director (DEO)
2. Julie Adamson, Chief Financial Officer (DSO)
3. Colleen Nicoulin, Senior Transportation Planner (DEO Alternate 1)
4. Pamela Blankenship, Community Outreach Coordinator (DEO Alternate 2)
5. Stephan Harris, Transportation Planner – Project Manager
6. Vacant, Transportation Planner - Transit Program Manager
7. Aarti Sharma, Transportation Database Manager
8. Debbie Stewart, Administrative Assistant

Attachment B:
Emergency Call List

Emergency Call List

Dial 911

Daytona Beach Police Department	386-671-5100
Federal Bureau of Investigation (FBI) (If no answer, call Jacksonville)	386-252-0463 904-721-1211
Root Company Linda Hall (Office Landlord) 275 Clyde Morris Blvd. Ormond Beach, FL 32174	386-671-4906 (office) 386-527-4294 (cell)
Building Tenants Silversphere - Brook Moffett Seniorbridge – Barbara Newcomb	386-523-1070 386-226-2586
Florida Power & Light (83094-1113; 74251-90134; 16810-01135; 14364-50132)	386-252-1541
Florida Highway Patrol (DeLand District Office)	800-226-5350
Volusia County Sheriff's Department (Non-Emergency. For emergencies call 911)	386-248-1777
Daytona Beach Fire Department	386-671-4000
State Emergency Operations Center 2555 Shumard Oak Boulevard Tallahassee, FL 32399-2100	850-413-9969
Volusia County Emergency Operations Center 3825 Tiger Bay Road Daytona Beach, FL 32124	386-258-4088
Daytona Beach Public Works	386-671-8600
Daytona Beach Utilities Department	386-671-8801

Attachment C:
Memorandum of Understanding with
MetroPlan Orlando

MEMORANDUM OF UNDERSTANDING
VOLUSIA COUNTY METROPOLITAN PLANNING ORGANIZATION
METROPLAN ORLANDO

GMS, Inc Continuity of Operations Plan

The following procedures outline the necessary steps to take to implement a Continuity of Operations Plan (COOP) to restore the GMS, Inc accounting software in the case of a disaster at either location.

Preparation

METROPLAN ORLANDO

- A. Document ACH software, phone numbers, and contacts. Store a copy of the document, ProComm Plus software and the set up data file off site.
- B. Setup secondary backup CD-RW or USB portable storage device to backup the GMS database nightly and take off site.
- C. Setup a designated GMS workstation for Volusia County MPO. Ensure workstation has Internet connectivity, Windows printer, and Windows version of GMS software.

Volusia County MPO

- A. Setup a designated GMS workstation for METROPLAN ORLANDO. Ensure workstation has a 56k dial up modem attached to an available phone line. In addition, ensure Windows printer, Windows version GMS software, and the ACH software is installed.

Recurring Tasks (applies to both organizations)

- A. Ensure nightly backups of GMS on CD-RW or USB portable storage device and take off site.

Testing (applies to both organizations)

- A. Restore data from tape to CD-R/CD-RW/USB portable storage device to load GMS workstation.
- B. Test

By signature below, both "Parties" agree to cooperation and participation in this mutually beneficial Memorandum of Understanding as outlined herein, in so far as feasible without incurring additional costs to the hosting "Parties".

Signed and Delivered on behalf of:

METROPLAN ORLANDO

VOLUSIA COUNTY METROPOLITAN PLANNING
ORGANIZATION

BY: Harold W. Barley
Harold W. Barley, Executive Director

BY: Karl Welzschbach
Karl Welzschbach, Executive Director

Date: 10-20-04

Date: 10/21/04

Attachment F:
Department of Homeland Security Bomb Threat Checklist

BOMB THREAT PROCEDURES

This quick reference checklist is designed to help employees and decision makers of commercial facilities, schools, etc. respond to a bomb threat in an orderly and controlled manner with the first responders and other stakeholders.

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of call, DO NOT HANG UP, but from a different phone, contact authorities immediately with information and await instructions.

If a bomb threat is received by handwritten note:

- Call _____
- Handle note as minimally as possible.

If a bomb threat is received by e-mail:

- Call _____
- Do not delete the message.

Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected delivery
- Poorly handwritten
- Misspelled words
- Incorrect titles
- Foreign postage
- Restrictive notes

*** Refer to your local bomb threat emergency response plan for evacuation criteria**

DO NOT:

- Use two-way radios or cellular phone. Radio signals have the potential to detonate a bomb.
- Touch or move a suspicious package.

WHO TO CONTACT (Select One)

- 911
- Follow your local guidelines

For more information about this form contact the DHS Office for Bombing Prevention at OBP@dhs.gov



Homeland Security

2014

BOMB THREAT CHECKLIST

DATE:

TIME:

TIME CALLER

HUNG UP:

PHONE NUMBER WHERE

CALL RECEIVED:

Ask Caller:

• Where is the bomb located?
(building, floor, room, etc.)

• When will it go off?

• What does it look like?

• What kind of bomb is it?

• What will make it explode?

• Did you place the bomb? Yes No

• Why?

• What is your name?

Exact Words of Threat:

Information About Caller:

• Where is the caller located? (background/level of noise)

• Estimated age:

• Is voice familiar? If so, who does it sound like?

• Other points:

Caller's Voice

- ☐ Female
- ☐ Male
- ☐ Accent
- ☐ Angry
- ☐ Calm
- ☐ Clearing throat
- ☐ Coughing
- ☐ Cracking voice
- ☐ Crying
- ☐ Deep
- ☐ Deep breathing
- ☐ Disguised
- ☐ Distinct
- ☐ Excited
- ☐ Laughter
- ☐ Lisp
- ☐ Loud
- ☐ Nasal
- ☐ Normal
- ☐ Ragged
- ☐ Rapid
- ☐ Raspy
- ☐ Slow
- ☐ Sturred
- ☐ Soft
- ☐ Stutter

Background Sounds

- ☐ Animal noises
- ☐ House noises
- ☐ Kitchen noises
- ☐ Street noises
- ☐ Booth
- ☐ PA system
- ☐ Conversation
- ☐ Music
- ☐ Motor
- ☐ Clear
- ☐ Static
- ☐ Office machinery
- ☐ Factory machinery
- ☐ Local
- ☐ Long Distance

Threat Language

- ☐ Incoherent
- ☐ Message read
- ☐ Taped message
- ☐ Irrational
- ☐ Profane
- ☐ Well-spoken

Other Information:

Attachment G:
Emergency Contact Form

***This information will be extremely important in the event of an accident or medical emergency
Please be sure to sign and date this form***

Name: _____

Phone _____
Home: _____ Cell: _____

Home Email Address: _____

Address: _____
Street City State Zip

Primary Emergency Contact Name: _____
Last First

Relationship: _____

Phone _____
Home: _____ Cell: _____

Phone _____
Work: _____

Alt. Emergency Contact Name: _____
Last First

Relationship: _____

Phone _____
Home: _____ Cell: _____

Phone _____
Work: _____

Optional Information/ Additional Information (NOT Required):

Preferred Local Hospital: _____

Preferred Local Urgent Care: _____

Primary Doctor/ Physician: _____

Comments/ Allergies/ Medical Conditions:

Employee Signature

Signature: _____ Date: _____

Attachment H:
Recovery/Restoration Telephone List

Recovery/ Restoration Telephone List

Florida Municipal Trust (Insurance – reporting claims)	1-844-364-8228
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James Moore (IT Consultant)	1-800-455-5676
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Lonnie Groot (Legal Consultant)	386-748-3685
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Attachment I

Location of Exits

