2023 Continuity of Operations Plan, Incident Response Plan, and Disaster Recovery Plan

United Migrant Opportunity Services, Inc. (UMOS)

PROJECT DETAILS

DIFFICULTY: High

COST: $175,000 - $200,000

TIMEFRAME: Six (6) Months

DELIVERABLES: A COOP, a IRP, and DRP for a social services non-profit operating in seven (7) states.

CORE COMPETENCIES:

- Continuity of Operations
- Consensus Building
- Disaster Preparedness
- Inter-Departmental Cooperation
- Stakeholder Engagement

PROJECT TEAM

Vision Planning and Consulting

CLIENT CONTACT

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PROJECT OVERVIEW

VPC was contracted by the United Migrant Opportunity Services. (UMOS) to develop a Continuity of Operations Plan (COOP), an Incident Response Plan (IRP), and a Disaster Recovery Plan (DRP) for the social services organization, headquartered in Wisconsin. UMOS is one of the largest Latino-led non-profit agencies in the nation, employing nearly 800 professionals, operating over 55 sites in seven states, serving over 1,000 individuals and families daily.

PROJECT SUMMARY

VPC developed the COOP, IRP, and DRP, providing specific information, procedures, and resources for the six major divisions and 18 departments within UMOS, for use during an emergency or business interruption incident. While the COOP may be applied to all UMOS departments for general purposes, the IRP and DRP are predominantly Information Technology (IT) focused plans.

As part of the COOP Plan Development Process, VPC performed a thorough review of existing UMOS Continuity Procedures, Training, Testing, and Exercises (TTX) and After-Action Reports (AAR) to develop a baseline of current continuity capabilities. VPC also incorporated best practices from FEMA, CISA, NIST, and other guidance documents in incident response, continuity of operations, and disaster recovery for both short- and long-term challenges.

VPC worked with UMOS' six major divisions: Social Services; Child Development; Planning & Resource Development, Human Resources & Workforce Development; IT & Facilities/ Maintenance; and Administration/Finance to capture critical operational information including: lines of succession; alternate facilities; key systems/technology; staff rosters; vital records; physical inventories; software/applications; vendors/suppliers; and notifications. VPC worked closely with all 18 departments to help identify their Essential Functions (EF), critical inter-dependencies, and vital resources required to keep them operational during times of crisis. The COOP also includes procedures for communicating with personnel, stakeholders, press, and the public during an emergency.

VPC developed: the DRP to provide UMOS with procedures, tools, and resources necessary to execute recovery processes in response to a disaster, and to protect critical IT and business infrastructure; and the IRP to guide IT staff on how to detect, mitigate, respond to, and recover from IT-related cyber security incidents.

VPC developed recommendations to help mitigate risks to the Organization's mission critical operations. This included: procedures for training personnel on their roles and responsibilities during an emergency; testing the plan and its various components to ensure effectiveness, and conducting annual exercises to evaluate the organization's ability to perform its MEFs during an emergency.

VPC prepared and delivered virtual and in-person (in Texas and Wisconsin) training and socialization materials for all three plans to over 200 UMOS Staff.