ODHS - CW - OREGON CHILD ABUSE HOTLINE (ORCAH)

CONTINUITY OF OPERATIONS PLAN (COOP)

DRAFT

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Plan Approval and Authorization

The undersigned acknowledge they have reviewed ODHS - CW - Oregon Child Abuse Hotline (ORCAH) and approve the contents and scope of the COOP.

_____   _____
Kristen Khamnohack   Date
, ODHS - Oregon Department of Human Services

PROMULGATION STATEMENT

Transmitted herewith is the Continuity Plan for ODHS - CW - Oregon Child Abuse Hotline (ORCAH). It provides a framework in which ODHS - CW - Oregon Child Abuse Hotline (ORCAH) can plan for and perform their respective essential functions during a disruption, disaster or emergency event.

This Continuity Plan was prepared in accordance with the highest level of continuity principles and standards. This plan supersedes any previous Continuity Plan and has been concurred by the (Kristen Khamnohack) of ODHS - CW - Oregon Child Abuse Hotline (ORCAH). It will be reviewed and re-certified annually. Recipients are requested to advise the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) of any changes which might result in its improvement or increase in its usefulness.

APPROVED: _____   **DATE: _____**

(Kristen Khamnohack)

Record of Changes:

When changes are made to the plan outside the official cycle of plan review, coordination, and update, planners should track and record the changes using a record of changes table below and also record them in the Test, Training and Exercise portion of this plan. The record of changes will contain, at a minimum, a change number, the date of the change, the name of the person who made the change, and a description of the change.

Change Number	Section	Date	Person Making Change	Description of Change

I. INTRODUCTION

The mission statement as provided by the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is as follows:

Support the Child Welfare MEF of Protect children against abuse to ensure their safe placement.

A. Purpose

This Continuity of Operations Plan (COOP) has been created for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH). The Continuity of Operations Plan establishes policy and guidance to ensure the execution of the essential functions for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) in the event that an emergency threatens or incapacitates operations; and the relocation of selected personnel and functions of any essential facilities of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) are required. Specifically, this COOP is designed to:

- Ensure that the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is prepared to respond to emergencies, recover from them, and mitigate against their impacts.

- Ensure that the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

- Provide timely direction, control, and coordination to the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) leadership and other critical customers before, during, and after an event or upon notification of a credible threat.

- Establish and enact time-phased implementation procedures to activate various components of the "Plan".

- Facilitate the return to normal operating conditions as soon as practical, based on circumstances and the threat environment.

- Ensure that the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP is viable and operational, and is compliant with all guidance documents.

- Ensure that the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP is fully capable of addressing all types of emergencies, or "all hazards" and that mission-essential functions are able to continue with minimal or no disruption during all types of emergencies.

B. Applicability and Scope

The provisions of this document apply to the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) and its offices. Support from other organizations as described herein will be coordinated with the (Kristen Khamnohack) as applicable. This document applies to situations that require relocation of mission-essential functions of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) as determined by the (Kristen Khamnohack). The scope does not apply to temporary disruptions of service during short-term building evacuations or other situations

where services are anticipated to be restored in the primary facility within a short period. The (Kristen Khamnohack) will determine situations that require implementation of the COOP.

C. Supersession

Supercedes COOP plan dated 12.14.20 (uploaded)

D. Authorities

- Homeland Security Act of 2002, as amended (6 U.S.C. § 101 et seq.).

- Americans with Disabilities Act of 1990 (ADA), Title II and Title III, as amended (42 U.S.C. §§12131-12165, 12181-12189).

- Executive Order 13347, Individuals with Disabilities in Emergency Preparedness, July 22, 2004.

- Presidential Policy Directive 40, National Continuity Policy, July 15, 2016.

- Presidential Policy Directive 8, National Preparedness, March 30, 2011.

- Presidential Policy Directive 21, Critical Infrastructure Security and Resilience, February 12, 2013.

E. References

- Comprehensive Preparedness Guidance (CPG) 101, Developing and Maintaining Emergency Operations Plans, Version 2, November 2010.

- Comprehensive Preparedness Guidance (CPG) 201, Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide, Third Edition, May 2018.

- Continuity Guidance Circular (CGC), February 2018.

- Federal Continuity Directive 1 (FCD-1), Federal Executive Branch National Continuity Program and Requirements, January 2017.

- Federal Continuity Directive 2 (FCD-2), Federal Executive Branch Mission Essential Functions and Candidate Primary Mission Essential Functions Identification and Submission Process, June 2017.

- National Disaster Recovery Framework (NDRF), Second Edition, June 2016.

- National Fire Protection Association (NFPA) 1600: Standard on Continuity, Emergency, and Crisis Management, 2019 Edition.

- National Incident Management System (NIMS), Third Edition, October 2017.

- National Planning System, February 2016.

- National Preparedness Goal, Second Edition, September 2015.

- National Response Framework (NRF), Third Edition, June 2016.

- Oregon Emergency Operations Plan.

F. Policy

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) recognizes and acknowledges that the protection of its assets and business operations is a major responsibility to its employees and respective jurisdiction. Therefore, it is a policy of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) that a viable COOP be established and maintained to ensure high levels of service quality and availability. It is also a policy of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to protect life, information, and property, in that order. To this end, procedures have been developed to support the resumption of time-sensitive business operations and functions in the event of their disruption at the facilities identified in this plan. The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is committed to supporting service resumption and recovery efforts at alternate facilities, if required. Likewise, the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) and its management are responsible for developing and maintaining a viable COOP that conforms to acceptable insurance, regulatory, and ethical practices and is consistent with the provisions and direction of other ODHS - CW - Oregon Child Abuse Hotline (ORCAH) policy, plans, and procedures.

II. CONCEPT OF OPERATIONS (CONOP)

A. Objectives

The objective of this COOP is to ensure that a viable capability exists for ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to continue essential functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible. The objectives of this COOP include:

- To ensure the continuous performance of essential functions/operations during an emergency.

- To protect essential facilities, equipment, records, and other assets.

- To reduce or mitigate disruptions to operations.

- To reduce loss of life, minimize damage and losses.

- To identify and designate principals and support staff to be relocated.

- To facilitate decision-making for execution of the COOP and the subsequent conduct of operations.

- To achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

B. Planning Considerations and Assumptions

In accordance with continuity guidelines and emergency management principles/best practices, a viable COOP capability:

- Must be maintained at a high-level of readiness.

- Must be capable of implementation, both with and without warning.

- Must be operational no later than 12 hours after activation.

- Must maintain sustained operations for up to 30 days.

- Should take maximum advantage of existing local, State or federal government infrastructures.

C. COOP Execution

This section outlines situations that can potentially lead to activation of the COOP due to emergencies or potential emergencies that may affect the ability of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to perform its mission-essential functions from its primary and other essential facilities. This section also provides a general description of actions that will be taken by the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to transition from normal operations to COOP activation.

COOP Activation Scenarios

The following scenarios would likely require the activation of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP:

- The primary facility or any other essential facility of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is closed for normal business activities as a result of an event or credible threat of an event that would preclude access or use of the facility and the surrounding area.

- The area in which the primary facility or any other essential ODHS - CW - Oregon Child Abuse Hotline (ORCAH) facility is located is closed for normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military threat or attack. Under this scenario, there could be uncertainty regarding whether additional events such as secondary explosions or cascading utility failures could occur.

The following scenario would NOT require the activation of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP:

- The primary facility or any other essential facility is temporarily unavailable due to a sudden emergency such as a fire, bomb threat, or hazardous materials emergency that requires the evacuation of the facility, but only for a short duration that does not impact normal operations.

COOP Activation

The following measures may be taken in an event that interrupts normal operations, or if such an incident appears imminent and it would be prudent to evacuate the primary facility or any other essential facility as a precaution:

- The (Kristen Khamnohack) may activate the COOP to include activation of the alternate facility.

- The (Kristen Khamnohack) will direct some or all of the COOP Teams to initiate the process of relocation to the alternate facility (see Sections II-D and II-F). The COOP Teams will be notified using the notification procedures outlined in Section IV of this document.

- The COOP Teams will initiate relocation to the alternate facility site and will ensure that the mission-essential functions of the closed primary or other impacted facility are maintained and capable of being performed using the alternate facility and available resources, until full operations are re-established at the primary/impacted facility.

- ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff members who do not have specific COOP assignments may be called upon to supplement the COOP Team operations.

- Representatives from other government or private organizations may also be called upon to support COOP operations.

- The COOP Teams and their members will be responsible for ensuring the continuation of the mission-essential functions of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) within 12 hours and for a period up to 30 days pending regaining access to the affected facility or the occupation of the alternate facility.

*** *Section IV of this document provides additional detail on the procedures that will be used for COOP activation and implementation.*

Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP will be

executed in response to a full range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures. In most cases, it is likely there will be a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the COOP with a complete and orderly alert, notification of all personnel, and activation of the COOP Teams.

Without warning, the process becomes less routine and potentially more serious and difficult. The ability to execute the COOP following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the physical facilities, and whether personnel are present in the affected facility or in the surrounding area. Positive personnel accountability throughout all phases of emergencies, including COOP activation, is of utmost concern, especially if the emergency occurs without warning, during duty hours.

*** *Section II-I of this document provides additional information on warning conditions and related procedures.*

D. Time-Phased Implementation

In order to maximize the preservation of life and property in the event of any natural or man-made disaster or threat, time-phased implementation may be applied. Time-phased implementation is used to prepare and respond to current threat levels, to anticipate escalation of those threat levels and, accordingly, plan for increased response efforts and ultimately full COOP activation and facility relocation. The extent to which time-phased implementation will be applied will depend upon the emergency, the amount of warning received, whether personnel are on duty or off-duty at home or elsewhere, and, possibly, the extent of damage to essential facilities and their occupants. The Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP. These levels of disaster are defined as:

- **Minor Disaster** - Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance.

- **Major Disaster** - Any disaster that will likely exceed local capabilities and require a broad range of outside resource support including state or federal assistance. The State of Oregon Emergency Management Agency and the Federal Emergency Management Agency (FEMA) will be notified and potential state and federal assistance will likely be predominantly recovery-oriented.

- **Catastrophic Disaster** - Any disaster that will require massive state and federal assistance. State and federal assistance will involve response and recovery needs.

As described in Section II-C of this document, COOP activation applies to events or incidents impacting a facility where mission-essential functions are performed to the point that the facility is unable to continue to perform those functions for a duration that will affect normal operations. Using the Disaster Magnitude Classification above, it is possible that a minor disaster would not render a facility unusable. However, minor disasters can escalate into major disasters, and even into catastrophic disasters. Conversely, events that are of short duration and do not impact normal operations (e.g., require a building evacuation only) must also be handled as though they could escalate into a more serious situation. Time-phased implementation of the COOP is a way to be prepared for all levels of emergency/potential emergency scenarios that may or may not require relocation of the primary or other essential facility. This implementation method allows the individual(s) responsible for making decisions to be prepared to fully activate the COOP on very short notice, if necessary, but not prematurely activate the COOP for situations such as the building evacuation-only scenario described above. Listed below is a general summary of the sequence of events that can be followed using time-phased implementation of the COOP:

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Phase I – Activation (0 to 12 hours)

During this phase, alert and notification of all employees, COOP Teams, and other organizations identified as "critical customers" (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

Phase II – Alternate Operations (12 hours to Termination)

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

Phase III – Reconstitution and Termination

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

*** *Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.*

E. Critical Service COOP Staff

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) management and staff that relocate to the alternate facility must be able to continue operations and perform mission-essential functions for up to 30 days with resource support. Specific ODHS - CW - Oregon Child Abuse Hotline (ORCAH) management and staff will be appointed to serve on COOP Teams to support COOP activations and relocation. It is important that COOP Teams and corresponding responsibilities are established prior to COOP activations so team members can be trained on their team roles and responsibilities. Depending upon the nature and severity of the event requiring COOP activation, the roster and size of the COOP Teams may be adjusted by the (Kristen Khamnohack) as necessary.

*** *Annex A provides a description of each COOP Team developed for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP including each team member's role and contact information. Annex O provides a complete list of contact information of ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff and vendors.*

Because alternate facility space and support capabilities may be limited, staff may need to be restricted to those specific personnel who possess the skills and experience needed for the execution of mission-essential functions. Staff may be directed to move to other facilities or duty stations, or may be advised to remain at or return home, pending further instructions. Individuals may be used to replace unavailable staff or to augment the overall COOP response. COOP activation will not, in most circumstances, affect the pay and benefits of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) management and staff.

*** *Section IV of this document covers more detailed, specific time-phased implementation procedures that will be followed during COOP activation and execution.*

F. Alternate Facility

The determination of 1) the appropriate alternate facility for relocation, and 2) whether to relocate the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to the alternate facility will be made at the time of activation by the (Kristen Khamnohack); the decision will be based on the incident, threat, risk assessments, and execution timeframe. Arrangements should be made with the management of all pre-identified alternate facilities to appoint an Alternate Facility Manager who will be responsible for developing site support procedures that establish the requirements for receiving and supporting the staff of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH).

To ensure the adequacy of assigned space and other resources, all locations currently identified as alternate facilities and those being considered for alternate facility locations should be reviewed by the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) management on an annual basis. The (Kristen Khamnohack) and associated COOP Team Chiefs will be advised of the findings of this review and made aware of any updates made to the alternate facility details.

In conducting a review of an existing alternate facility to determine its adequacy for supporting the operation of mission-essential functions, the following should be considered:

- Ensure that the facility has sufficient space to maintain and support the ODHS - CW - Oregon Child Abuse Hotline (ORCAH).

- Ensure that the facility, along with acquired resources, are capable of sustaining operations for performing mission-essential functions for up to 30 days.

- Ensure that the facility has reliable logistical support, services, and infrastructure systems (e.g., electrical power, heating/ventilation/air conditioning (HVAC), water/plumbing).

- Ensure that personal convenience and comfort considerations (including toilet facilities) are given to provide for the overall emotional well-being of staff.

- Ensure that adequate physical security and access controls are in place.

- Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility could be impacted by the same incident that impacts the primary facility.

- Consider cooperative agreements such as Memoranda of Understanding (MOUs)/Mutual Aid Agreements with other agencies or contract agreements with vendors who provide services such as virtual office technologies.

*** *Annex B provides the location of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) alternate facility sites and additional information on alternate facility requirements.*

G. Mission-Essential Functions

In planning for COOP activation, it is important to establish operational priorities prior to an emergency to ensure that the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) can complete the mission-essential functions that are critical to its overall operation. The (Kristen Khamnohack) and associated COOP Teams shall ensure that mission-essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission-essential must be deferred until additional personnel, time, or resources become available. ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has identified a comprehensive list of mission-essential functions.

*** *Annex C provides a complete list of prioritized mission-essential functions identified for ODHS - CW - Oregon Child Abuse Hotline (ORCAH).*

H. Delineation of Mission-Essential Functions

To ensure that mission-essential functions referenced in Section II-G are effectively transferred to the alternate facility and continued with minimal interruption, it is imperative that each function have qualified staff and resources assigned to it. The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP should be formed with mission-essential functions in mind. As the COOP is developed, specific staff should be matched up to each of the mission-essential function(s) within the plan. These staff will be assigned to perform these specific mission-essential functions at the alternate facility during COOP activations. The staff working at the alternate facility must be able to ensure that mission-essential functions are carried out. In some cases, the number of staff assigned to the alternate facility may be limited due to lack of facility resources and/or reduced capacity.

*** *Annex C provides a complete prioritized list of mission-essential functions for ODHS - CW - Oregon Child Abuse Hotline (ORCAH). Each mission-essential function includes a breakdown of estimated personnel requirements and estimated equipment requirements needed to ensure the continuation of that specific mission-essential function during COOP activations.*

I. Warning Conditions

When planning and preparing for emergencies that may require activation of the COOP, a wide range of scenarios must be considered. Impending events such as hurricanes or winter storms may provide ample warning for notification of staff and identification and pre-positioning of resources in preparing for possible COOP activation; other types of events such as earthquakes or terrorist events, may provide no warning.

- **With Warning -** It is expected that, in most cases, the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and/or deployment of the COOP Teams to an assembly site or the alternate facility.

- **Without Warning -** The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel impacted. If the deployment of the COOP Teams is not feasible because of the unavailability or loss of personnel, including the (Kristen Khamnohack), temporary leadership of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) will be passed to the ODHS - Oregon Department of Human Services Business Operations Manager, as identified in Section II-J of this document.

- **Duty Hours -** If an event or incident occurs during work hours, which requires relocation of the primary facility, the COOP will be activated and available members of the COOP Teams will be deployed as directed to support operations for the duration of the emergency. Those individuals who do not have assigned roles in the COOP, will either be sent home or possibly used to provide support to the COOP Teams, if additional assistance is required.

- **Non-Duty Hours -** The ability to contact members of the COOP Teams at all times during duty hours or non-duty hours is critical for ensuring that the COOP can be activated quickly if needed. Procedures must be in place that account for notifying and mobilizing (if necessary) the COOP Teams on extremely short notice.

*** Section II-L of this document provides additional information and procedures to be followed based on warning conditions. Section IV-C of this document provides staff activation procedures for duty hours and non-duty hours. Annex F provides detailed instructions regarding Alert Notification Procedures for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH).

J. Direction and Control

Lines of succession should be maintained by all leadership elements contained within the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to ensure continuity of mission-essential functions. Lines of succession are to be provided to a minimum depth of three positions at any point where policy and directional functions are carried out.

Authorized successors to the (Kristen Khamnohack) are specified as follows:

1. Business Operations Manager - Michael Lemke - ODHS - Oregon Department of Human Services - Child Welfare (CW) - ORCAH

2. Unassigned Person

3. Unassigned Person

Each organizational element should pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances, if any, the authority may be delegated.

The (Kristen Khamnohack) and/or their designee are responsible for ordering activation of the COOP. Members of the COOP Teams may be requested by the (Kristen Khamnohack) to disseminate COOP guidance and direction during the activation and relocation phases. Pending the activation of the COOP, the COOP Teams Chiefs will monitor the situation and assist in the notification process, as necessary.

Once the COOP is activated, the appropriate officials should be notified and requested to provide any previously agreed upon assistance to the ODHS - CW - Oregon Child Abuse Hotline (ORCAH).

*** Annex D provides information regarding Lines of Succession. Annex E provides information regarding Delegations of Authority.

K. Operational Hours

During COOP contingencies, the (Kristen Khamnohack) will determine the hours of operation for the COOP Teams and staff. Members of the COOP Teams must be prepared to support a 24-hour-per-day, 7-day-per-week operation, if needed.

L. Alert Notification Procedures

If the situation allows for warning, staff may be alerted prior to activation of the COOP. In all situations allowing for an advanced alert, procedures should be in place and trained upon for effective notification to the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) key staff members and appropriate officials.

The COOP Teams should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and/or the designated alternate facility location.

The (Kristen Khamnohack) will direct the activation of the COOP. Upon activation of or notification to activate the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP, telephone, email, and other methods of communication designated by the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) may be used to notify its key staff and personnel.

*** *Annex F provides complete details for Alert Notification procedures for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH).*

III. PROCEDURES

A. Personnel Coordination

Procedures should be in place to address any personnel issues that may arise among those individuals who will be responsible for implementing the COOP, as well as, those who do not have specific COOP roles; but may be called upon during COOP activation. Listed below are personnel resources and capabilities in place at the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to ensure that emergency and non-emergency staffs are prepared when disasters strike, either with or without warning:

- Communications Plan for emergency and non-emergency staff

- Health, safety, and emotional well-being of all employees and their families

- Pay status and administrative leave issues

- Medical, special needs, and travel issues

Issues will be managed by the (Kristen Khamnohack) and based on the Policies and Procedures of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH).

B. Essential Records and Resources

Essential records and resources identified as critical to supporting mission-essential functions have been identified within the COOP and will be maintained, updated, and stored in secure offsite locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how these essential records and resources will be made available to personnel for use in completing mission-essential functions. Identified below are different categories of essential records and resources.

Essential records essential to the continued operation or reconstitution of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) during and after a continuity disruption may include:

- Emergency plans and directives

- Orders of succession (Annex D)

- Delegations of authority (Annex E)

- Staff roster (Annex O)

- Staffing assignments

- Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion

Essential records critical to carrying out the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) legal and/or financial mission-essential functions and activities may include:

- Accounts receivables / Accounts payable documentation

- Contracting and acquisition files

- Personnel files / Human Resource Records

- Payroll documentation / Social Security documentation

- Retirement records

- Insurance records

- Property management and inventory records

*** *Annex G provides additional information on essential records and provides identification, location, and backup capabilities of ODHS - CW - Oregon Child Abuse Hotline (ORCAH) essential records necessary for performing mission-essential functions.*

C. Pre-Positioned Resources

It is strongly encouraged that essential items, such as office supplies, equipment, data, essential records, and other critical resources be pre-positioned at the alternate facility or other off-site location to facilitate relocation during COOP events. The pre-positioned resources should be carefully inventoried and regularly maintained by the Alternate Facility Manager or his/her designee to ensure that there is a clear understanding of what resources are identified as pre-positioned at the alternate facility and what additional resources need to be acquired during COOP events.

D. Drive-Away Kits

The (Kristen Khamnohack) is responsible for providing guidance to staff on the necessity of Drive-Away Kits and the contents of these kits. Drive-Away Kits may contain items such as software, databases, forms, publications, and other necessary resources that can be stored in a manageable manner. Checklists need to be developed for the various Drive-Away Kits developed for ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to help ensure the inclusion of all necessary contents.

It is strongly encouraged that essential items and data be pre-positioned at the alternate facility or other off-site location instead of being carried within Drive-Away Kits, because COOP Team personnel and staff may be at home when the order to relocate is given. Access to the Drive-Away Kits may be difficult or impossible. Items to consider including in these kits:

- State/local regulations; statutes and administrative codes

- Emergency plans/procedures

- List of positions to be filled and procedures needed to continue mission-essential functions

- Laptop(s) with necessary forms/plans/procedures installed

- Office supplies to support operations for the initial period of relocation.

In addition to "official" items carried in the Drive-Away Kits, each staff member relocating to the alternate facility should consider bringing appropriate personal items and changes of clothing for situations of relocation of great distances. In addition, staff should relocate with their ODHS - CW - Oregon Child Abuse Hotline (ORCAH) identification badge for entry into the alternate facility.

*** *Annex H provides additional information on specific Drive-Away Kits that have been developed for ODHS - CW - Oregon Child Abuse Hotline (ORCAH) and their contents.*

E. Telecommunications and Information Systems Support

Interoperable communications or the ability for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff to communicate with individuals internal and external to the organization is critical during COOP events. Internal and external communications that will be used within the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) and its alternate facilities to communicate with officials, emergency response organizations, the media, and/or the public are identified in detail in Annex I.

Access to critical information systems that are used to accomplish mission-essential functions during normal operations from the primary facility should also be arranged for accessibility at the alternate facility. In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For the ODHS - CW - Oregon Child Abuse Hotline (ORCAH), the Shared - Office of Information Services (OIS) maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, the Shared - Office of Information Services (OIS) ensures that connectivity exists at the alternate facility. The Shared - Office of Information Services (OIS) will also provide systems technical support during COOP activations.

The telecommunications and information systems capabilities at the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) alternate facility are sufficient for the performance of mission-essential functions under the COOP.

The following is a checklist that may be used for planning telecommunications and information systems requirements:

- Plans should address all three types of communication (internal, external, and mobile).

- Plans should include the development of telephone trees.

- Plans should consider use of a hotline numbers.

- Plans should consider radio communications using available staff with radios.

- Plans should recognize different needs ranging from a one-hour emergency to an extended emergency.

- Plans should consider the use of a communication center to serve as a hub for communication needs of all local users.

- Plans should strategize for situations in which all communications systems are unavailable.

At a minimum, all COOP Team Members should have cell phones and/or pagers.

*** *Annex I provides additional information on telecommunications and information systems.*

F. Transportation, Lodging, and Food

Policies and procedures should be developed that consider transportation, lodging, and feeding of staff working from the alternate facility. During COOP activations, staff members will likely prefer to use their individual vehicles for transportation to the alternate facility; however, in the event that they are not able to do so, an alternate transportation plan should be in place.

Procedures for lodging and feeding arrangements should also be developed. All of the items mentioned above can be accomplished by arranging agreements with other agencies or non-profit organizations. Also, it is a good practice to have agreements with pre-identified private vendors to provide support on very short notice during COOP events.

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has procedures that address food, lodging, and purchasing for COOP events.

G. Security and Access Controls

The (Kristen Khamnohack) will ensure that all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls. Due to the sensitive information contained in the COOP, the (Kristen Khamnohack) will also ensure that distribution of the COOP is limited and that an account of those who have access to the plan is maintained.

The (Kristen Khamnohack) will ensure the following:

- Plans and procedures shall establish a goal of duplicating the level of security established at the vacated primary facility to the alternate facility.

- Alternate technologies, including video technology, may be considered for security.

- Augmentation of security will be addressed, based on the emergency or threat, to include considerations for using local law enforcement, private vendors, or other resources.

*** Annex J identifies security measures currently in place for ODHS - CW - Oregon Child Abuse Hotline (ORCAH) and provides guidelines for arrangements of security measures at alternate facilities.*

H. Personal and Family Preparedness

All staff, including those individuals actively involved in COOP events or not officially assigned a role during COOP activations should be prepared for and aware of COOP activation procedures. To assure that all employees are prepared for COOP events, training should be a part of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) orientation for new staff and should be regularly conducted (at least annually) for all existing staff. The training should focus on preparing employees for situations in which they will not be able to work from their primary facility. The training should advise staff on how to be personally prepared by developing "personal go-kits" as well as emphasize the need for Family Disaster Planning to ensure families are prepared for all types of emergencies, including COOP activations.

*** Annex K provides a Family Disaster Plan developed by the Federal Emergency Management Agency (FEMA) that can be used as a guideline for families to prepare for COOP events. It is suggested that these Family Disaster Plan guidelines be distributed to all ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff on an annual basis.*

I. Site Support Procedures

Site support responsibilities are those tasks that must be conducted to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation. These responsibilities include ensuring that an alternate Facility Manager is appointed and that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. These responsibilities also include a planned transition back to normal operations once the emergency situation has passed.

IV. ACTIVATION - PHASE I

The following procedures are suggested as guidelines to follow for COOP activations. They may be adopted or modified as needed to fit with internal requirements. In general, the following procedures are to be followed in the execution of the COOP. The extent to which this will be possible will depend on the event, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and their occupants. This COOP is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this COOP is implemented depends on the type and magnitude of the events or threats.

A. Alert and Notification Procedures

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) notification process related to COOP activation should allow for a smooth transition of the COOP Teams to an alternate facility in order to continue the execution of mission-essential functions across a wide range of potential events. Notification may be in the form of one of the following:

- A COOP alert to the COOP Team members that relocation is anticipated or is imminent.

- An announcement of a COOP activation that 1) directs the COOP Team members to report immediately to an assembly site or a designated alternate facility, and 2) provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility.

- Instructions to COOP Team members to prepare for departure and relocation to a designated alternate facility and instructions to staff.

- Upon receipt of a COOP alert from the (Kristen Khamnohack) or a designated successor, staff alert and notification procedures (see Annex F) are initiated.

B. Initial Actions

Based on the situation and circumstances of the event, the (Kristen Khamnohack) will evaluate the capability and capacity levels required to support the current mission-essential functions of the impacted facility(ies) and, if selected, initiate actions for relocation to the appropriate alternate facility. These actions include measures to be taken in anticipation of COOP activation and actions to be taken upon COOP activation. Once COOP activation is initiated, procedures must be considered for both duty hours and non-duty hours.

In cases where COOP activation is anticipated, the (Kristen Khamnohack):

- Notifies the designated alternate Facility Manager to prepare for the relocation of the impacted facility and to prepare the appropriate alternate facility for operations.

- Issues a COOP alert to the COOP Team Chiefs that relocation is anticipated. COOP Team Chiefs instruct their team members and personnel to prepare for COOP activation.

- Notifies emergency officials, if appropriate, that relocation of the facility is anticipated.

In cases where COOP activation is ordered:

- The (Kristen Khamnohack) coordinates the immediate deployment of the COOP Teams to an assembly site or the designated alternate facility.

- The (Kristen Khamnohack) notifies the designated alternate Facility Manager to immediately initiate relocation efforts of the impacted facility and to prepare the appropriate alternate facility for operations.

- The (Kristen Khamnohack) provides instructions and guidance on operations and the location of the alternate facility.

- The Alternate Facility Manager provides regular updates to the (Kristen Khamnohack) regarding the status of alternate facility activation/readiness.

The following notification procedures are initiated:

- The (Kristen Khamnohack) notifies emergency officials, if appropriate, that relocation of the facility has been ordered and is in progress.

- All designated staff members (see Annex F – Notification Procedures) initiate their respective COOP notification cascades.

- Designated COOP Team members report to an assembly site or deploy to the designated alternate facility to assume mission-essential functions.

- All staff members who have established Drive-Away Kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.

- As delegated in Annex A, COOP Team members assemble the remaining documents and other assets as required for the performance of mission-essential functions and begin preparations for the movement of these resources.

- All personnel and sections of the impacted facility or facilities should implement normal security procedures for areas being vacated.

- Security and other designated personnel of the impacted facility should take appropriate measures to ensure security of the facilities and equipment or records remaining in the building.

C. Activation Procedures During Duty Hours

- The (Kristen Khamnohack) notifies the COOP Team Chiefs of the event requiring activation of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP.

- The (Kristen Khamnohack) activates the COOP and notifies the appropriate alternate Facility Manager(s).

- Notification procedures identified in Annex F are conducted.

- The (Kristen Khamnohack) directs members of the COOP Teams to begin movement to an assembly site or to the designated alternate facility immediately.

- The COOP Teams immediately deploy to an assembly site or a designated alternate facility to assume mission-essential functions.

- Personnel who do not have active COOP response roles may be instructed to go home or relocate to another specified location pending further guidance.

- Additional tasks identified above in Section IV-B that are not yet completed are completed in their entirety.

D. Activation Procedures During Non-Duty Hours

- The (Kristen Khamnohack) is notified that an event requiring COOP activation is anticipated or underway.

- The (Kristen Khamnohack) then notifies the COOP Team Chiefs of the event requiring activation of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP.

- The (Kristen Khamnohack) activates the COOP and notifies the appropriate alternate Facility Manager.

- Notification procedures identified in Annex F are conducted.

- The (Kristen Khamnohack) directs members of the COOP Teams to begin immediate movement to an assembly site or to the designated alternate facility.

- The COOP Teams immediately deploy to an assembly site or a designated alternate facility to assume mission-essential functions.

- Personnel who do not have active COOP response roles are directed to remain at home pending further guidance.

- Additional tasks identified above in Section IV-B that are not yet completed are completed in their entirety.

E. Deployment and Departure Procedures

The (Kristen Khamnohack) will determine full or partial deployment to the designated alternate facility of any mission-essential functions that are critical to operations at the time the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered.

COOP Team members will immediately begin deployment, taking with them all office Drive-Away Kits, if applicable, and their personal go-kits. Team members will most likely use privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.

All other personnel not designated to serve on COOP Teams at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, these personnel will remain at their homes pending further guidance.

F. Transition to Alternate Operations

Following the activation of the COOP and establishment of communications links with the (Kristen Khamnohack) and COOP Teams at an assembly site or the designated alternate facility, the (Kristen Khamnohack) orders the cessation of operations at the primary facility.

The (Kristen Khamnohack) will then notify emergency officials, as appropriate, that an emergency relocation of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) facility is complete. The (Kristen Khamnohack) will then provide information on the alternate facility location, including contact numbers.

As appropriate, government officials, media, outside customers, vendors, and other service providers are notified by the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) Public Information Officer or other designated person(s) that the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) primary facility has been temporarily relocated.

G. Site Support Responsibilities

Following notification that a relocation of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) facility has been ordered or is in progress, the appropriate alternate Facility Manager will implement the COOP Site support procedures and prepare to receive the COOP Teams within 12 hours.

V. ALTERNATE OPERATIONS - PHASE II

A. Execution of Mission-Essential Functions

Upon activation, the COOP Teams will begin providing support for the following functions:

- Ensure that mission-essential functions (see Annex C) are reestablished as soon as possible.

- Monitor and assess the situation that required the relocation.

- Monitor the status of personnel and resources.

- Establish and maintain contact with emergency officials, as appropriate, or other designated personnel.

- Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

B. Establishment of Communications

The ability to communicate with internal and external resources during COOP events will be vital to the operations of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH). Internal and external resources could include ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff, partner organizations, emergency responders, vendors, the media, and/or the public.

The (Kristen Khamnohack) in coordination with the Shared - Office of Information Services (OIS) will ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly. The Shared - Office of Information Services (OIS) will service and correct any faulty or inadequate communications systems. The Shared - Office of Information Services (OIS) personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

*** *Annex I provides additional information on communications capabilities of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH).*

C. COOP Team Responsibilities

A critical planning component within the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP is the development of COOP Teams and team member responsibilities. The COOP Teams can consist of internal staff to the ODHS - CW - Oregon Child Abuse Hotline (ORCAH), as well as external staff, vendors, and/or other organizations that may assist during COOP events. For each COOP Team, team members are appointed and given specific instructions regarding their roles on the team. It's important that COOP Teams are developed prior to a COOP event so COOP Team members have awareness of their roles on these teams and can be trained on their responsibilities in preparation of potential COOP events.

The following is a list of COOP Teams and their team descriptions for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP:

Communications - Responsible for communicating to information the community.

*** *Annex A provides a complete list of COOP Teams, team descriptions, team members, contact information, and team member roles.*

D. Augmentation of Staff

- If it becomes evident that the COOP Teams cannot adequately ensure the continuation of mission-essential functions, the (Kristen Khamnohack) will determine the additional positions necessary to maintain these functions.

- The (Kristen Khamnohack) will identify additional staff, as available, who may be able to provide support.

- The (Kristen Khamnohack) will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.

- The (Kristen Khamnohack) will consider implementing agreements with outside resource support including Memoranda of Understanding/Mutual Aid Agreements with other organizations and contractual agreements with private vendors.

E. Development of Devolution Plans

Devolution is the capability to transfer statutory authority and responsibility for mission-essential functions from an organization's primary operating staff and facilities to another organization's employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an organization's leadership and staff unavailable or incapable of performing its mission-essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized mission-essential functions are transferred to a pre-identified devolution organization. Direction and control of mission-essential functions is transferred to the devolution organization site and/or identified personnel.

Devolution planning involves several special issues:

- Personnel at the devolution site must be trained to perform the mission-essential functions to the same level of proficiency as the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) personnel.

- Essential records, documents, and databases must be up to date and available at the devolution site.

- Communications and information management systems must be able to be transferred or accessible at devolution site.

- Delegations of authority planning must include senior personnel at the devolution site.

Should sufficient staff be unavailable to conduct the mission-essential functions of ODHS - CW - Oregon Child Abuse Hotline (ORCAH), all of the affected operations will initiate the activation of pre-arranged devolution agreements. Devolution will be triggered when available staff determines that there are insufficient resources to maintain and carry out the ODHS - CW - Oregon Child Abuse Hotline (ORCAH)'s prioritized mission-essential functions. At that point, the (Kristen Khamnohack) or highest ranking ODHS - CW - Oregon Child Abuse Hotline (ORCAH) official available will institute devolution through the issuance of the Devolution Activation Memo, provided in Annex L. Available ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff will notify the devolution organization(s) that devolution is being initiated.

The following are pre-identified devolution organization(s) for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH):

Shared - Office of Health, Safety and Emergency Services (OHSE)

*** *Annex C provides mission-essential functions identified for ODHS - CW - Oregon Child Abuse Hotline (ORCAH). Annex E provides COOP Delegations of Authority. Annex L provides the pre-established Devolution Activation memo and specific guidelines for initiation of devolution of mission-essential functions.*

F. Development of Plans for Reconstitution and Termination

The (Kristen Khamnohack) or designee will develop Reconstitution and Termination Plans that will direct an orderly transition of all mission-essential functions, personnel, equipment, and records from the devolution organization to a new or restored facility. Plans and Schedules will include:

- Whether the original primary facility is re-inhabitable. If not, the plans will include recommendations of primary facility options.

- Construction needs for the primary facility re-occupancy, including remediation of safety issues.

- Estimated costs associated with construction and occupancy. Plans to include options for funding.

- Notification plans for COOP Teams and staff.

- Timeframe for construction completion and move-in.

The (Kristen Khamnohack) will review and formally approve all plans and schedules. Upon approval, the (Kristen Khamnohack) will issue a COOP Termination memo to the devolution organization(s) identifying the point of formal COOP Termination. The COOP Teams, as assigned, will oversee the Reconstitution and Termination process.

VI. RECONSTITUTION AND TERMINATION - PHASE III

As soon as possible (within 24 hours) following a COOP relocation, the COOP Teams will initiate operations to salvage, restore, and recover the impacted facility, pending approval from any applicable local, state, and/or federal law enforcement organizations or emergency service authorities.

Reconstitution procedures will commence when the (Kristen Khamnohack) determines that the emergency situation has ended and is unlikely to reoccur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

- Continue to perform mission-essential functions at the alternate facility for up to 30 days.

- Begin an orderly return to the impacted facility and reconstitute full normal operations.

- Begin to establish reconstitution of normal operations at a different primary facility location.

A. Procedures

Upon a decision by the (Kristen Khamnohack) that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:

- The (Kristen Khamnohack) or designee will create and submit resumption plans for review and approval.

- Upon approval, the COOP Teams will initiate and oversee the orderly transition of all mission-essential functions, personnel, equipment, and records from the alternate facility to a new or restored facility.

- Non-assigned COOP Team personnel will be notified using the Alert Notification Procedures provided in Annex F that normal operations of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) are resuming and that they should report back to work.

B. After-Action Review and Remedial Action Plan

An After-Action Review information collection process will be initiated by each COOP Team prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from personnel working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The After-Action Review should provide recommended actions to improve areas identified as deficient or requiring improvement.

The information should be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP and any accompanying documents will be developed and brought forth to the (Kristen Khamnohack) and COOP Teams for review. The (Kristen Khamnohack) and designated COOP planners for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) will review and implement changes to the COOP as required.

Activation – Once a continuity of operations (COOP) plan has been implemented, whether in whole or in part, it is considered "activated."

After Action Review (AAR) - is a structured *review* or de-brief process for analyzing what happened, why it happened, and how it can be done better by the participants and those responsible for the project or event.

All-Hazards – The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events.

Business Impact Analysis (BIA) – A method of identifying the effects of failing to perform a function or requirement.

Communications – Voice, video, and data capabilities that enable the leadership and staff to conduct the mission essential functions of the organization. Robust communications help ensure that the leadership receives coordinated, integrated policy and operational advice and recommendations and will provide the ability for governments and the private sector to communicate internally and with other entities (including with other Federal agencies, State, territorial, tribal, and local governments, and the private sector) as necessary to perform their mission essential functions.

Continuity – An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event.

Continuity Communications – Communications that provide the capability to perform Essential Functions in conjunction with other organizations/entities under continuity conditions.

Continuity Facilities – Locations, other than the primary facility, used to carry out mission essential functions, particularly in a continuity situation. "Continuity facilities" refers to not only other locations, but also nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

Continuity of Operations – An effort within individual agencies to ensure they can continue to perform their mission essential functions during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Continuity Event – Any event that causes an agency to relocate or devolve its operations to a continuity facility to assure the continuance of its mission essential functions.

Continuity Personnel – Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue mission essential functions.

Corrective Action Program (CAP) – An organized method to document and track improvement actions for a program. Users may enter data from a finalized After Action Report/Improvement Plan, track the progress of corrective action implementation, and analyze and report on trends in improvement plans.

Delegation of Authority – Identification, by position, of the authorities for making policy determinations and decisions at headquarters, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

Devolution – The capability to transfer statutory authority and responsibility for mission essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

EMA - Emergency Management Agency - refers to municipal agencies and those outside of this ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

Essential Functions - those normal, daily functions that must be continued in order for an organization to be considered operational

Essential Records – Electronic and hardcopy documents, references, and records that are needed to support mission essential functions during a continuity situation. The two basic categories of Essential Records are (1) emergency operating records and (2) rights and interests records.

Emergency Relocation Group (ERG) – Pre-designated staff who move to alternate continuity facility to continue mission essential functions in the event that their normal work locations are threatened or rendered unusable.

Facilities – Locations where an organization's leadership and staff operate. Leadership and staff may be co-located in one facility or dispersed across many locations and connected by communications systems. Facilities must be able to provide staff with survivable protection and must enable continued and endurable operations.

Leadership – The senior decision makers who have been elected or designated to head a branch of government or other organization.

Memorandum of Agreement/Memorandum of Understanding – Written agreement between departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

Mission Essential Functions – The critical activities performed by organizations, especially after a disruption of normal activities. Specifically, the limited set of agency-level government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

NIMS - National Incident Management System

Orders of Succession – Provisions for the assumption by individuals of organization senior leadership positions during an emergency in the event that any of those officials are unavailable to execute their legal duties.

Public Information Officer (PIO) - An individual responsible for disseminating information directly from the Organization to the media via a reliable and preidentified mechanism.

Primary Operating Facility – The site of an organization's normal, day-to-day operations; the location where the employee usually goes to work.

Reconstitution – The process by which surviving and/or replacement organization personnel resume normal operations from the original or replacement primary operating facility.

Risk Analysis – The process by which risks are identified and evaluated.

Risk Assessment – The identification and assessment of hazards.

Risk Management – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are fraught with uncertainty.

Telework – The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, using portable computers, personal computers, high-speed telecommunications links, and mobile communications devices.

Testing, Training, and Exercises – Measures to ensure that an agency's continuity plan is capable of supporting the continued execution of the agency's mission essential functions throughout the duration of a continuity situation.

ANNEX A
COOP TEAMS AND RESPONSIBILITIES

Communications

Responsible for communicating to information the community.

Communications Members - ODHS - Child Welfare

Team Member	Team Responsibility/Role
Alicia Hammonds - Communications ODHS - Oregon Department of Human Services Communications Work: 971-372-0829 Work Email: alicia.hammonds@dhsoha.state.or.us	Responsible for communicating with external vendors and partners during a continuity event where relocation to an alternate facility is required, and/or changes are made in standard operating hours.
Jake Sunderland - Communications ODHS - Oregon Department of Human Services Communications Home: 7753369919 Cell: 5038770170 Work Email: Jake.Sunderland@dhsoha.state.or.us	
Elisa Williams - Communications ODHS - Oregon Department of Human Services Communications Work: 5035099604 Work Email: Elisa.a.williams@dhsoha.state.or.us	

ANNEX B
FACILITIES

The following are Primary Facilities identified for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH):

Name / Location (Physical Address)	Resources Located at Primary Facility
Primary Facility **Oregon Child Abuse Hotline** 6035 NE 78th Court Suite 200 Portland, OR 97218 USA Number of Staff: 220 *Facility Manager*: Brandy Koll Brandy.j.koll@dhsoha.state.or.us w: 971-388-3047	

The following are Alternate Facilities identified for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH):

* Identify resources needed to continue the operation of mission-essential functions that have been pre-positioned at the alternate facility and those that will need to be transported to the facility. Examples of resources include office equipment/supplies, computers, chairs, tables, telephones, printers, and copiers.

Alternate Facility Operations

The alternate facility should have pre-positioned resources to sustain operations for three days without resource support. The alternate facility will require installation of:

- Telephones

- Computers/LAN

- Fax machines

- Copiers

- Furniture

Setup of the alternate facility may require vendor and resource support to provide the labor and equipment to outfit the facility.

Memorandum of Understanding (MOU) Considerations

The (Kristen Khamnohack) will establish MOU(s) or pre-arranged contracts with Facility Managers and other organizations to provide basic support to the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) during COOP events, including exercises, if needed.

Joint Facility Support Requirements

The (Kristen Khamnohack) or designee will be responsible for developing a coordinated support plan with the Facility Manager of the primary alternate facility. At a minimum, the plan will address the following items:

- Receiving, supporting, and relocating personnel at the alternate facility;

- Repositioning supplies and equipment at the alternate facility;

- Adequate logistical support;

- Adequate infrastructure;

- Adequate services;

- Capability of the facility to accept the COOP Teams and operations; and

- Capability of the facility to sustain COOP operations for a minimum of 30 days.

The details of the coordinated support plan will be incorporated as part of this annex.

Review and Update

The (Kristen Khamnohack) will conduct an annual review of space allocations at the alternate facility to ensure the adequacy of assigned space and other resources.

Alternate Facility Selection Process

The alternate facilities should be fixed facilities identified from existing city, state, or county facilities, or from leased facilities. The alternate facilities must be capable of supporting emergency operations in a safe environment, as determined by the geographical location of the facility, an assessment of the local threat, and the collective protection characteristics of the facility. The facility requirements, selection, and occupancy planning should be based on a worst-case scenario.

A list cataloging each facility and its capability and capacity will be used to assist in the selection process. The (Kristen Khamnohack) is responsible for maintaining the facility list and ensuring the accuracy of the data. The facilities should be located in areas where the ability to initiate, maintain, and terminate operations will not be disrupted. The following considerations will be used in the selection of the alternate facilities:

- The ability to be operational not later than 12 hours after deployment and to sustain operations for up to 30 days.

- Number of personnel per shift required for accomplishing these functions for 30 days or until the emergency ends.

- Minimum amount of space needed to accomplish ODHS - CW - Oregon Child Abuse Hotline (ORCAH) functions under emergency conditions.

- Space Allocation Considerations - The following are Primary Facilities for ODHS - CW - Oregon Child Abuse Hotline (ORCAH) and their associated staff levels:

    Oregon Child Abuse Hotline - Staff Level: 220

- As a guideline, Alternate facility locations should allow an average of 100 Square Feet of space per persons relocated. (Number of relocated people X 100 s.f. = total s.f. recommended at Alternate Facility).

- The distance from the threat area to any other facilities/locations (e.g., hazardous materials/nuclear power plants, areas subject to natural disasters or civil unrest).

- Facility construction must be such that it is uniquely resistant to natural disaster risk factors (e.g., tornadoes, hurricanes, floods).

- Access to essential resources such as food, water, fuel, medical facilities, lodging, and municipal services (e.g., fire, police).

- The availability of transportation and parking.

- Power requirements to support the Alternate Facility.

- Interoperable communications in sufficient quantity, mode, and media to effectively interface with critical customers, and organizations.

- Availability of existing equipment and furniture in the facility that can be used by ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff and COOP Teams.

Alternate Facility Acquisition

It is suggested that a MOU should be established with the owner and/or Facility Manager of each potential alternate facility. Each MOU should include:

- Time period from notification of requirement to availability of facility for occupancy.

- Space and services to be provided.

- Provision for sole use of allocated space during the period of occupancy.

Alternate Facility Reevaluation

Any Alternate Facility identified and rated by the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) will be reevaluated annually for suitability and functionality. The annual review of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP will include a review of the Alternate Facilities to ensure that the facilities still meet the current needs. Recommendations will become part of the remedial action process and any shortfalls in the equipment, maintenance, or improvement and modernization of the facilities will be incorporated into COOP revisions.

Provided below is additional information that can be used to determine alternate relocation capabilities during the planning phase:

- **HOT SITE** - A hot site is a building already equipped with processing capability and other services. Operational standby facilities require a subscription contract and charge various fees. Normally, a three-or five-year contract is negotiated and includes specific hardware configurations with detailed communications requirements, which must be updated when changes occur.

- **COLD SITE** - A cold site is a building for housing processors that can be easily adapted for use. Vendor contracts should be in place to make the facility operational in a short period of time.

- **REDUNDANT SITE** - A redundant site is a site equipped and configured exactly like the primary site.

- **RECIPROCAL AGREEMENT** - A reciprocal agreement is a formal agreement that allows for two organizations to back-up each other. The agreement is usually with an external organization. Although low development and maintenance cost are the principal advantage to this alternative, consideration must be given to establishing an agreement with an organization that will not be affected by the same disaster.

- **HYBRIDS**- Any combination of the above, such as having a hot site as a back-up in case a redundant or reciprocal agreement site is damaged by the same or a separate event.

ANNEX C
MISSION-ESSENTIAL FUNCTIONS

Mission-Essential Functions

Mission-Essential functions for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) have been identified and prioritized below. In addition to identifying each mission-essential function, the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has associated the personnel resources and essential record resources required to carry out each specific function. The performance of the highest priority mission-essential functions will need to be resumed as quickly as possible.

Essential Functions for ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

1. Functions to be performed, given a *One Day* disruption. (Highest priority to lowest):

   - Receive/Screen Calls:Provide guidance and subject matter expertise to ensure employee and building occupant safety during an event.

   - Reports assigned for CPS assessment of allegations of Abuse & Ensuring Child Safety

   - Oversight of 24 Operation of building: access to building

TIER: 1: Functions to be performed, given a *One Day* disruption. (Highest priority to lowest)

FUNCTION: Receive/Screen Calls:Provide guidance and subject matter expertise to ensure employee and building occupant safety during an event.

PRIORITY: # 1

PMEF: Yes

TIER: Functions to be performed, given a One Day disruption. (Highest priority to lowest)

DEPARTMENT: ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

PERSONNEL: Crawford, Kirby; Sorenson, Jennifer; Walker, Sarah

FACILITIES: No facilities identified.

FUNCTION: Reports assigned for CPS assessment of allegations of Abuse & Ensuring Child Safety

PRIORITY: # 2

PMEF: Yes

TIER: Functions to be performed, given a One Day disruption. (Highest priority to lowest)

DEPARTMENT: ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

PERSONNEL: Crawford, Kirby; Sorenson, Jennifer; Walker, Sarah

FACILITIES: No facilities identified.

FUNCTION: Oversight of 24 Operation of building: access to building

PRIORITY: # 3

PMEF: Yes

TIER: Functions to be performed, given a One Day disruption. (Highest priority to lowest)

DEPARTMENT: ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

PERSONNEL: Koll, Brandy - Office Manager; Richard, Elizabeth; Simmons, Carla

FACILITIES: No facilities identified.

ANNEX D
ORDERS OF SUCCESSION

Orders of Succession for ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has developed an Orders of Succession for all key positions held within the organization. Provided below is the title and name of each primary person currently holding each key position, followed by a list of designated successors. The successors are listed by title in order of precedence.

Contracts - Order of Succession:

Primary: Contracts Manager - Katie Darby-Smits - ODHS - Oregon Department of Human Services - Child Welfare (CW)

1. Operations and Policy Analyst - Iris Cota - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

2. Operations and Policy Analyst - Christina Crabtree - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

Director - Order of Succession:

Primary: Deputy Director - Aprille Flint-Gerner - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

1. Deputy Director - Lacey Andresen - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

2. Communications Director - Lisa Morawski - ODHS - Oregon Department of Human Services - Communications

3. Communications - Sunny Petit - ODHS - Oregon Department of Human Services - Communications

4. Communications - Alicia Hammonds - ODHS - Oregon Department of Human Services - Communications

Family Preservation - Order of Succession:

Primary: Assistant Program Manager - Jennifer Holman - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

Federal Resources - Order of Succession:

Primary: Program Manager - Sherril Kuhns - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

1. Operations and Policy Analyst - Tamara Hammack - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

2. Operations and Policy Analyst - Sonya Olsen-Hasek - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

Financial - Order of Succession:

Primary: SSP and CW Chief Operations Manager - Timothy Gillette - ODHS - Oregon Department of Human Services - Self-Sufficiency Programs (SSP) - Business Unit

1. Business Manager - Shirley Vollmuller - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

2. Business Operations Coordinator - Alicia Livingstone - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

3. COOP Coordinator - Ashlee Rogers - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

Health and Wellbeing - Order of Succession:

Primary: Nurse Manager - Heidi Beaubriand - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

1. Nurse Consultant - Rebecca Long - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

2. Medical Assistance Resource Coordinator - Shelly Watts - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

Permanency - Order of Succession:

Primary: Program Manager - Kimberly Keller - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

1. Reunification Program Manager - Alex Trotter - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

2. Assistant Program Manager - Gail Schelle - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

Placement - Order of Succession:

Primary: Program Manager - Stacey Loboy - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

1. Treatment Services Program Manager - Sara Fox - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

2. Program Manager - Vera James - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

Primary Continuity Planner - Order of Succession:

Primary: Business Manager - Shirley Vollmuller - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

1. COOP Coordinator - Ashlee Rogers - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

2. Position Management Coordinator - Nicole Sollenberger - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

Safety - Order of Succession:

Primary: Program Manager - Deena Loughary - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

1. Program Manager - Tami Kane-Suleiman - ODHS - Oregon Department of Human Services - Child Welfare (CW) - Administration

(Kristen Khamnohack) - Order of Succession

Primary: Kristen Khamnohack - ODHS - Oregon Department of Human Services - Child Welfare (CW) - ORCAH

1. Business Operations Manager - Michael Lemke - ODHS - Oregon Department of Human Services - Child Welfare (CW) - ORCAH

2. Unassigned Person

3. Unassigned Person

ORCAH - Order of Succession:

Primary: Kristen Khamnohack - ODHS - Oregon Department of Human Services - Child Welfare (CW) - ORCAH

1. Business Operations Manager - Michael Lemke - ODHS - Oregon Department of Human Services - Child Welfare (CW) - ORCAH

2. Jennifer Sorenson - ODHS - Oregon Department of Human Services - Child Welfare (CW) - ORCAH

3. Kirby Crawford - ODHS - Oregon Department of Human Services - Child Welfare (CW) - ORCAH

4. Sarah Walker - ODHS - Oregon Department of Human Services - Child Welfare (CW) - ORCAH

ANNEX E
DELEGATIONS OF AUTHORITY

MEMORANDUM

TO:

FROM:

DATE:

SUBJECT: Delegation of Authority
_____

ALL AUTHORITY HEREBY DELEGATED SHALL BE EXERCISED IN ACCORDANCE WITH APPLICABLE LAWS, RULES, BUDGET ALLOCATIONS AND ADMINISTRATIVE DIRECTIVES. THIS AUTHORITY CANNOT BE RE-DELEGATED.

To ensure continuity of operations for the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) during continuity events, the following personnel are hereby delegated the authority to conduct the following assignments provided below.

Execution of Contractual Agreements
Triggering Conditions: Contact 1; Lacey Andresen/Deputy Director
Contact 2; Christina Crabtree Operations and Policy Analyst
Contact 3; Iris Cota/Operations and Policy Analyst

Acting Agents:
Rebecca Jones Gaston / Director
Kevin George / Grants

Delegated Agents:
Lacey Andresen / Deputy Director
Christina Crabtree / Operations and Policy Analyst
Iris Cota / Operations and Policy Analyst

Family Preservation
Acting Agents:
Jennifer Holman / Assistant Program Manager

Delegated Agents:
Jennifer Holman / Assistant Program Manager

Leave Authorizaton
Acting Agents:
Rebecca Jones Gaston / Director

Delegated Agents:
Lacey Andresen / Deputy Director

Travel Authorization
Acting Agents:
Rebecca Jones Gaston / Director

Lacey Andresen / Deputy Director

Delegated Agents:
Alicia Livingstone / Business Operations Coordinator
Shirley Vollmuller / Business Manager

Acting Agents:
Kristen Khamnohack
Michael Lemke / Business Operations Manager

Leave Authorization
Acting Agents:
Kristen Khamnohack
Michael Lemke / Business Operations Manager

_____
Authorized Signature:
ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

ANNEX F
ALERT NOTIFICATION PROCEDURES

Alert Notification Procedures

The Department Head will notify the Continuity Team Chief to activate the continuity plan.

Upon notification to activate the continuity plan, the Continuity Team Chief will perform the following duties:

- Contact the key staff members identified within this annex, informing them of the current situation and that the continuity plan is being activated.

- For facility related activations, notify the Alternate Facility Manager of the appropriate alternate facility regarding the activation of the continuity plan.

- As needed, notify the local and/or state Emergency Operations Center that an emergency activation or anticipated activation of the continuity plan is expected or in progress.

- Report the progress of the notification process to the Department Head.

Once the continuity plan is activated, the key staff members will contact their staffs using the following procedures:

- Attempt to call each person in his or her chain-of-command to relay the information and guidance provided by the Continuity Team Chief.

- Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, the key staff members will leave a message, send a text, or use any other method of communications available to make contact.

- Report status of cascade, including names of personnel not contacted, to the Continuity Team Chief.

When a continuity of operations event is declared, the Department of Human Services will organize enterprise resources through the Occupational Health, Safety & Emergency Services Unit (OHSE). OHSE will stand up the agency operations center (AOC) and organize operations.

Clear communication is essential during a continuity of operations event. Notification plans will include targeted messaging to the following populations:

1. Executive management

2. District/Field management

3. Affected employees

4. Program level

5. Clients and volunteers

6. Community Partners/Contractors

7. General Public

The information below will be necessary to have on hand to expedite any notification plan and may be distributed through one or more of the following:

- Executive Staff Roster

- Online resources (DAS office closure webpage; DHS|OHA Intranet, etc.)

- E-mail

- Cell phone

This information is located on the OHSE Thumb Drive under the Continuity of Operations Companion folder.

Communications Plan Internal

During a continuity event communication to employees will be managed through call rosters maintained at each level of management. DHS Managers are expected to maintain updated call rosters of all direct reporting employees. An Executive level call roster is maintained by the Occupational health, Safety and emergency Management Program. Call rosters are considered confidential information. Call rosters should contain the minimum information:

- Name of employee

- City in which they work

- City in which they reside

- Work phone number

- Alternate phone number

- Work e-mail address.

DHS employees designated as essential personnel may include:

- Physical home address

- Personal phone numbers cell/land line

- Personal or private e-mail contact.

Communications Plan External

During a continuity of operations event the information provided to all audiences must be timely and accurate. It is important for enterprise operations to speak in one voice, with a message consistent with the Governor and other state agencies.

All communication will be coordinated through the Director's Office by the Public Affairs Director.

This plan provides protocol for communicating with staff, customers, the media, and other stakeholders during a continuity event. If you have any questions about this plan, please contact a member of the communications staff

---

Media inquiries

If anyone receives a call from a member of the news media regarding a continuity event, they should take the following steps:

1. Refer the call to a member of the DHS Communications team for coordination and response.

2. DHS Communications will consult with the director/deputy director, the DHS Executive Team, and/or OHSE to determine an appropriate response.

3. DHS Communications may arrange to provide a spokesperson (e.g., administrator or deputy, section manager) to speak on behalf of the department and will provide talking points, lists of potential questions, and other resources.

News releases
DHS Communications is responsible for developing news releases, when appropriate.

Oregonians served by DHS

If a continuity event results in disruptions or changes to services or programs, DHS Communications will develop an official statement for customers. The statement may be issued in the following ways:

- Through local media

- E-mail or Web updates

- Phone

- Notice posted at the affected facility

- Notice posted on the DHS Web site

Programs and business support units should not create their own statements; contact DHS Communications for guidance.

Other stakeholders
If a continuity event results in disruption or changes in DHS services or programs, other stakeholder groups, such as community partners and contractors may need to be notified. OHSE and DHS Communications will coordinate with programs and business support units on identifying stakeholder groups and messaging.

Legislators
All legislative contacts will be managed through the Directors Office.

Alternate Communication Formats
The Office of Equity and Multicultural Services will work with DHS Communications in providing alternate communication formats when appropriate.

Voice mail and e-mail messages
It is important that employees' voice mail greetings and e-mail auto replies are updated when they are going to be out of the office, and it's important that the messages are consistent department wide. Below are instructions for updating voice mail and e-mail messages.
Phone message
Each manager will be responsible for ensuring their employees' voice mail greetings are updated when they are out.

- Employees should update greetings themselves if they have the ability to do so. See appendix C for further instructions

- If the employee is unable to access the phone system, managers may send in a ticket to http://unifysupport

    o Include specific instructions to create a new password

    o Include who to send the new password to so that the manager may update the greeting

    o A request should be limited to no more than five employees numbers at one time if at all possible. Requests for more than 5 employees create additional costs to the agency.

The voice mail message should be similar to the following and appropriate for local circumstances:
"Thank you for calling the DHS. Like many employers throughout the state, we have been significantly affected by [EVENT CAUSING DISRUPTION], so we may not be able to respond to you as quickly as usual. Please leave a detailed message and we will get back to you as soon

as possible. If you need immediate assistance, press 0 to redirect your call. We will do our best to assist you, and we apologize for any inconvenience this may cause."

E-mail auto reply example

Each manager will also be responsible for ensuring e-mail auto replies are updated when employees are out. To create an auto reply for one of their employees, managers should contact the help desk. The system will create an auto reply with the following message:

"Thank you for contacting the Department of Human Services. Like many employers throughout the state, we have been significantly affected by [EVENT CAUSING DISRUPTION], so we may not be able to respond to you as quickly as usual. For assistance, please call [FORWARDING PHONE NUMBER]. We will do our best to help you as soon as possible, and we apologize for any inconvenience this may cause."

The DHS Continuity of Operations Team will operate from conference rooms 260 and 452 in the Human Services Building (HSB). In the event that the Human Services Building requires evacuation DHS Programs will work with local field offices and teleworking options to maintain delivery of mission essential functions.

Office of Information Services

During any continuity of operations event it is important that OIS is contacted as soon as possible. Below is the contact information to for DHS | OHA Shared Services Office of Information Systems.

OIS Service Desk
503-945-5623 – Office (6:00am to 6:00pm)
503-932-1751 – On Call (6:00pm to Midnight M-F; 8:00 am – Midnight Weekends, excluding Holidays)

Note: OIS Service Desk Incident Management will manage OCIO, local field technician and OIS DR coordination work efforts until the incident or disaster is resolved. If Service Desk Operators are unavailable refer to the critical contacts in this document for OIS Executive Leadership.

Technology

During a continuity event, it is important that staff have the technology tools they need to provide services to Oregonians.

Additional staff may need to access their e-mail and other systems from their home, and some employees may need to be granted special access rights to fill in for an absent co-worker. Below are the two key ways we can meet those needs during the event.

- **Outlook Web access.** This allows staff to access their e-mail from their home using just a Web browser. This can be done with a computer or a state cell phone.

- **Citrix remote access.** This allows staff to use a Web browser at home to access the same files and services that they have, via Citrix, at their work desktop systems. There are two ways Citrix can allow staff to work remotely:

  - Remote Desktop

  - Published Desktop

  - What's the difference? In order to access the same applications as their work desktop, staff needs to have the same applications installed with their Citrix access. Not all applications are available via Citrix…it is critical that staff know what applications they will need so that if/when Citrix is provided, they know what to ask for.

During a continuity event, IT can allow an employee to temporarily access Citrix services remotely.

Increased access rights
During a continuity event, some staff members may be asked to fill in for another worker to handle critical program functions. However, they may not have access to the same computer systems. If requested, it is possible to increase an employee's access rights to enable him or her to use the files and applications that the person he or she is filling in for uses.
To ensure these processes work smoothly during the event, the DHS|OHA service desk should be utilized.

The Department Head will notify the Continuity Team Chief to activate the continuity plan.

Upon notification to activate the continuity plan, the Continuity Team Chief will perform the following duties:

- Contact the key staff members identified within this annex, informing them of the current situation and that the continuity plan is being activated.

- For facility related activations, notify the Alternate Facility Manager of the appropriate alternate facility regarding the activation of the continuity plan.

- As needed, notify the local and/or state Emergency Operations Center that an emergency activation or anticipated activation of the continuity plan is expected or in progress.

- Report the progress of the notification process to the Department Head.

Once the continuity plan is activated, the key staff members will contact their staffs using the following procedures:

- Attempt to call each person in his or her chain-of-command to relay the information and guidance provided by the Continuity Team Chief.

- Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, the key staff members will leave a message, send a text, or use any other method of communications available to make contact.

- Report status of cascade, including names of personnel not contacted, to the Continuity Team Chief.

KEY STAFF NOTIFICATION LIST

NAME / DEPARTMENT	PHONE NUMBERS	EMAIL ADDRESS
Kirby Crawford ODHS - Oregon Department of Human Services	Work: 503-754-2869	kirby.l.crawford@dhsoha.state.or.us
Aprille Flint-Gerner ODHS - Oregon Department of Human Services	Work: 503-707-0853	Aprille.Flint-Gerner@dhsoha.state.or.us
Rebecca Jones Gaston ODHS - Oregon Department of Human Services	Cell Number: 971-332-0799	Rebecca.jonesgaston@dhsoha.state.or.us
Kristen Khamnohack ODHS - Oregon Department of Human Services	Work: 5032694961	kristen.n.khamnohack@dhsoha.state.or.us
Brandy Koll ODHS - Oregon Department of Human Services	Work: 971-388-3047	Brandy.j.koll@dhsoha.state.or.us
Michael Lemke ODHS - Oregon Department of Human Services	Home: 503-302-7904 Cell Number: 503-602-7117	michael.y.lemke@odhsoha.oregon.gov
Alicia Livingstone ODHS - Oregon Department of Human Services	Work: 503-753-2034	Alicia.Livingstone@dhsoha.state.or.us
Rebecca Monteblanco ODHS - Oregon Department of Human Services	Work: 503-510-6909	rebecca.a.monteblanco@dhsoha.state.or.us
Elizabeth Richard ODHS - Oregon Department of Human Services	Work: 971-673-5389	Elizabeth.Richard@dhsoha.state.or.us
Carla Simmons ODHS - Oregon Department of Human Services	Work: 971-673-5339	Carla.Simmons@dhsoha.state.or.us
Jennifer Sorenson ODHS - Oregon Department of Human Services	Work: 503-919-8561	jennifer.sorenson@dhsoha.state.or.us
Shirley Vollmuller ODHS - Oregon Department of Human Services	Work: 503-373-1418	Shirley.L.VOLLMULLER@dhsoha.state.or.us
Sarah Walker ODHS - Oregon Department of Human Services	Work: 971-673-5935	Sarah.Walker@dhsoha.state.or.us

ANNEX G
ESSENTIAL RECORDS

Essential Records

The following checklist can be used when determining which essential records are critical to ensure continuation of mission-essential functions.

- Storage of duplicate records off-site.

- Back-up off-site of electronic records and databases.

- Pre-position essential records and databases at the alternate facility prior to deployment.

- The COOP should describe a maintenance program to assure the records are accurate, current, and frequently updated.

- Identifying essential records, systems, and data (hard copy and electronic) critical to performing functions.

- Assuring availability of emergency operating records.

- Ensuring back-up for legal and financial records.

Additional Recommendations

Ensure backup copies of essential records and databases, both paper and electronic, are maintained, updated, and stored in a secure off-site location. The COOP identifies essential records, systems, and data (hard copy and electronic) critical to performing mission-essential functions. The COOP provides for ensuring availability of emergency operating records and ensuring back-up for legal and financial records. The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) will maintain current copies of essential records essential to the continued functioning or reconstitution in a secure off-site location.

Included within the COOP are records having such value that their loss would significantly impair the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) of conducting mission-essential functions, to the detriment of the legal or financial rights or entitlements of the organization or of the affected individuals. Examples of this category of essential records are:

- Accounts receivable/Accounts payable

- Contracting and acquisition files

- Official personnel files

- Social security documentation

- Payroll

- Retirement

- Insurance records

- Property management and inventory records

The following identifies Essential Records required by ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to complete mission-essential functions:

Legend
Essential records, systems, and data - Information, records, databases, procedures, and other information necessary to support mission-essential functions and sustain operations.

Protection, duplication, and movement - Identify policies in place to restrict how the information is guarded, procedures for duplication, how the information is backed-up and stored, and how the material is distributed.

Location - Where are the essential records/systems/data currently located? Where are the back-up records/systems/data located? Are records in electronic or hard copy format? Can records be accessed from an alternate site if the primary site is inaccessible?

Accuracy and currency of records - Are records up to date? On what date was the records/systems/data last reviewed/updated?

ANNEX H
DRIVE-AWAY KITS

Continuity Kit	Quantities
Equipment:	
1. Laptop Computer *Installed with essential records, software, systems, electronic files*	
Forms:	
1. List of Contact Information for Critical Vendors	
2. List of Contact Information for Employees	
3. List of Contact Information for Key Personnel (Home and Cell)	
4. List of Contact Information for Legal Staff	
Other:	
1. Copy of Continuity Plan (Printed and Electronic)	

ANNEX I
COMMUNICATIONS

Communications

The ability to communicate with internal and external resources during COOP events will be vital to the operations of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH). Internal and external resources could include ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff, partner organizations, emergency responders, vendors, the media, and/or the public.

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has identified below the various modes of communication that currently exist and/or communications that must be arranged at an Alternate Facility. The communications are listed in order of priority and include a written description for each. Also, each communication item identifies whether the communication is for internal/external use, mobile, or if it requires any level of security measures.

Communications

Communication: Welcome of new member		
Priority: Medium	**Type:** Data	**Quantity:**

Description: Internal Use - Thank you for your attention to DHS Continuity of Operations Planning. I believe it is important that everyone in the Department of Human Services works diligently to be able to continue to provide vital services when times are at their best and when times are at their worst. Without strong Continuity of Operations Plans in place, our clients, often the most vulnerable individuals in our communities, face unacceptable hazards and the potential loss of health and independence.

Oregon is a beautiful place to grow and live. The mountains, forests, beaches, lakes, and rivers offer a multitude of activities for people of all ages. The very beauty that we enjoy also comes with many hazards nature can often throw at us. Wildfires, floods, earthquakes, tsunamis, volcanic activity, landslides and inclement weather can happen at any time. We also must prepare for manmade disasters, such as IT security breaches or other criminal acts. We are unsure what the impact will be in any emergency or disaster -- so we must plan for the worst while we hope for the best.

This plan provides guidance and tools we can use in an emergency to ensure we can continue our operations, effectively communicate with our employees and clients, and reduce the negative impacts disasters can bring to our communities. I strongly encourage you to take time now to read the plan and think about what you can do to lessen the impact of an emergency or disaster on you, your family, and your work unit.

If you have further questions, please contact our Occupational Health Safety and Emergency Services Unit.

Thank you for the work you do every day to assist Oregonians in remaining safe, healthy and independent.

Fariborz Pakseresht
Director
Oregon Department of Human Services

Communication: Local Activation		
Priority: High	**Type:** Data	**Quantity:**
Description: Internal Use - **Local Activation:** Local activation can be accomplished by local management when a single facility or single geographical area is affected by an emergency, disaster or unforeseen event that results in a potential interruption of services for more than 24 hours. Local, or District Management, will immediately notify DHS Executive Program Management that the Continuity of Operations Plan has been activated.		

Communication: Multi-Region/County Wide Activation		
Priority: High	**Type:** Data	**Quantity:**
Description: Internal Use - **Multi-Region/County Wide Activation:** When an emergency, disaster or unforeseen event impacts DHS facilities or personnel for more than 24 hours **and** the event also significantly impacts the surrounding community the Continuity of Operations Plan will be activated. The activation can either be made by the affected DHS Management Team, DHS Program Executive Management or the Director.		

Communication: DHS Statewide Activation		
Priority: Medium	**Type:** Data	**Quantity:**
Description: - **DHS Statewide Activation:** The Director will activate the Continuity of Operations Plan when an emergency, disaster, or unforeseen event impacts DHS programs at the enterprise level.		

Communication: County Declared Emergencies		
Priority: Medium	**Type:** Data	**Quantity:**

Description: Internal Use -
 	
1. **County Declared Emergencies:** When a city, county file with the Office of Emergency Management an Emergency Declaration DHS Programs operating in the area may activate Continuity of Operations Plans if:
 	
   a. DHS personnel are also affected by the Emergency Declaration
 	
   b. DHS is anticipating a surge in the services provided to Oregonians living in the affected area		

Communication: Oregon Declared Emergencies		
Priority: Low	**Type:** Data	**Quantity:**
Description: - **Oregon Declared Emergencies:** When the State of Oregon files an Emergency Declaration with the Federal Government the Director of DHS shall activate enterprise wide Continuity of Operations Plans		

ANNEX J
SECURITY AND ACCESS CONTROLS

Security and Access Controls for ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

SECURITY & ACCESS CONTROLS

The following security and access control measures are in place to restrict access to the facility to employees and critical customers:

- Primary Facility

  o Oregon Child Abuse Hotline - To Be Determined

COMMUNICATIONS AND INFORMATION SYSTEMS / CYBER SECURITY

The following measures are in place to send and receive secure communications from the facility, as well as information systems and cyber security measures:

- Primary Facility

  o Oregon Child Abuse Hotline - To Be Determined

ANNEX K
FAMILY DISASTER PLAN

Family Disaster Planning for ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) understands the importance of personnel preparing their families for disaster events. The information below provides assistance to ODHS - CW - Oregon Child Abuse Hotline (ORCAH) personnel for developing Family Disaster Plans and encourages them to learn more about how to be prepared.

Disaster can strike quickly and without warning. It can force you to evacuate your neighborhood or confine you to your home. What would you do if basic services -- water, gas, electricity or telephones -- were cut off? Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away. Families can -- and do -- cope with disasters by preparing in advance and working together as a team. Follow the steps listed below to create your family's disaster plan. Knowing what to do is your responsibility for your best protection.

<u>**FOUR STEPS TO SAFETY**</u>

1. Know Your Risks

- Contact local American Red Cross chapter, emergency response agencies, or emergency management office -- be prepared to take notes.

- Ask what types of disasters are most likely to happen. Request information on how to prepare for each.

- Learn about your community's warning signals: what they sound like and what you should do when you hear them.

- Ask about animal care after disaster. Animals may not be allowed inside emergency shelters due to health regulations.

- Find out how to help elderly or disabled persons, if needed.

- Find out about the disaster plans at your workplace, your children's school or day-care center, and other places where your family spends time.

2. Create a Disaster Plan

- Meet with your family and discuss why you need to prepare for disasters. Explain the dangers of fire, severe weather, and earthquakes to children. Plan to share responsibilities and work together as a team.

- Discuss the types of disasters that are most likely to happen. Explain what to do in each case.

- Pick two places to meet: 1. Right outside your home in case of a sudden emergency, like a fire. 2. Outside your neighborhood in case you can't return home. Everyone must know the locations address and phone number.

- Ask an out-of-state friend to be your "family contact." After a disaster, it's often easier to call long distance. Other family members should call this person and tell them where they are. Everyone must know your contact's phone number.

- Discuss what to do in an evacuation. Plan how to take care of your pets.

3. Complete this Checklist

- Post emergency telephone numbers by phones (fire, police, ambulance, etc.).

- Teach children how and when to call 9-1-1 or your local Emergency Medical Services number for emergency help.

- Show each family member how and when to turn off the water, gas, and electricity at the main switches.

- Check if you have adequate insurance coverage.

- Teach each family member how to use the fire extinguisher and show them where it's kept.

- Install smoke detectors on each level of your home, especially near bedrooms.

- Conduct a home hazard hunt.

- Stock emergency supplies and assemble a Disaster Supplies Kit.

- Take an accredited first aid and CPR class.

- Determine the best escape routes from your home. Find two ways out of each room.

- Find the safe spots in your home for each type of disaster.

4. Practice and Maintain Your Plan

- Quiz your children every six months so they remember what to do.

- Conduct fire and emergency evacuation.

- Replace stored water every three months and stored food every six months.

- Test and recharge your fire extinguisher(s) according to manufacturer's instructions.

- Test your smoke detectors monthly and change the batteries at least once a year.

For more information on Family Disaster Planning, visit the Federal Emergency Management Agency's (FEMA) website for family disaster planning at www.ready.gov

ANNEX L
DEVOLUTION

Devolution for ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

Devolution is the capability to transfer statutory authority and responsibility for mission-essential functions from an organization's primary operating staff and facilities to another organization's employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an organization's leadership and staff unavailable or incapable of performing its mission-essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized mission-essential functions are transferred to a pre-identified devolution organization. Direction and control of mission-essential functions is transferred to the devolution organization site and/or identified personnel.

Devolution planning involves several special issues:

- Personnel at the devolution site must be trained to perform the essential functions to the same level of proficiency as the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) personnel.

- Essential records, documents, and databases must be up to date and available at the devolution site.

- Communications and information management systems must be able to be transferred to the devolution site.

- Delegations of authority planning must include senior personnel at the devolution site.

ODHS - CW - Oregon Child Abuse Hotline (ORCAH)'s prioritized mission-essential functions which must be carried out in its devolution of authority are identified in Annex C of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP.

Devolution Triggers, Process, Resources and their Availability, and Restoration guidelines are noted below. The pre-identified Devolution Memorandum is also included within this Annex.

Devolution Triggers

Pre-devolution preparation begins when staffing levels in one or more critical areas are reduced by 40%. Critical areas are defined as: 1) leadership, 2) communication capabilities, 3) administrative support, and 4) prioritized MEFs. Pre-devolution preparation includes assessment of:

- Available devolution organizations

- Location and availability of resources and information needed to transfer critical operations to the devolution organization

- Approach to notify and train (as needed) devolution organization staff

- Prioritization of mission-essential functions necessary to provide continuity of operations during the devolution process

Once this assessment is complete, the intended devolution organization should be notified that devolution is likely and transfer of knowledge/resources necessary for devolution should begin.

The key staff members of the devolution organization should also be informed on how to access the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP information contained within coop.oregonem.com.

Devolution is initiated through the issuance of the Devolution Memorandum. Organizational devolution is triggered when staffing levels are reduced by 60% in one or more critical areas.

Devolution Process

The (Kristen Khamnohack) is responsible for identifying devolution triggers and is responsible for deciding when devolution is necessary. The (Kristen Khamnohack) is responsible for issuing the Devolution Memorandum and begin actually transferring responsibilities to the devolution organization.

Every attempt will be made to retain expertise and authority through all COOP Teams. All available COOP Teams will continue to work with and for the new devolution organization in carrying out COOP, devolution, and restoration/reconstitution duties.

Resources and Availability

All resources necessary for devolution will be retained in ODHS - CW - Oregon Child Abuse Hotline (ORCAH)'s on-line COOP and be made available via coop.oregonem.com. The executives and support staff working on devolution will be given access to these resources, and will be trained in the use of available communication tools in advance of COOP activations.

Restoration (Pre-Event)

Because the nature of a catastrophic event that would create the need for devolution is so difficult to predict and may have a wide array of circumstances to respond to, we cannot specify exact measures needed to recover and restore pre-event operations in advance. However, the devolution organization will work with the existing ODHS - CW - Oregon Child Abuse Hotline (ORCAH) staff to identify all actions needed to provide restoration to pre-event conditions. Reconstitution and termination plans as identified in the COOP are available and should be used by the devolution organization.

M E M O R A N D U M

TO: Highest Ranking Official(s)/Shared - Office of Health, Safety and Emergency Services (OHSE)

FROM: (Kristen Khamnohack)

ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

DATE:

SUBJECT: Devolution of ODHS - CW - Oregon Child Abuse Hotline (ORCAH)

As of Date/Time, an emergency occurred that required the activation of the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) Continuity of Operations Plan (COOP). As of Date/Time, the emergency has affected staffing to levels such that we can no longer carry out our prioritized mission-essential functions and maintain our mandated operations. In order to provide continuity of government operations within ODHS - CW - Oregon Child Abuse Hotline (ORCAH), as of Time today I am hereby transferring mission-essential function responsibilities as identified in the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP to the Shared - Office of Health, Safety and Emergency Services (OHSE). In addition, I am extending all delegations of authority of key actions and responsibilities to the Shared - Office of Health, Safety and Emergency Services (OHSE). This delegation is effective as of Date/Time.

Thank you in advance for your assistance as we continue to provide critical services during this challenging time and work to restore full ODHS - CW - Oregon Child Abuse Hotline (ORCAH) operations. Access to all critical ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP information, including mission-essential functions, delegation responsibilities, and personnel contact lists can be found at: coop.oregonem.com. Username and password access to the COOP information within coop.oregonem.com will be provided under separate cover.

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(Kristen Khamnohack)

**ANNEX M
TESTING, TRAINING, AND EXERCISING /
PLAN MAINTENANCE**

Testing, Training, and Exercising / Plan Maintenance

- This plan will be reviewed annually or as required by statute by all CONTINUITY OF OPERATIONS PLAN Team members and approved by the (Kristen Khamnohack).

- The (Kristen Khamnohack) will ensure training of all ODHS - CW - Oregon Child Abuse Hotline (ORCAH) employees on the key aspects of this plan. This training will be conducted at new employee orientation and quarterly staff meetings.

- This CONTINUITY OF OPERATIONS PLAN will be assessed annually through tabletop or field exercises as required by law.

- Support plans and communications equipment will be tested annually as part of the Test, Training, and Exercises (TT&E).

- Equipment pre-positioned at Alternate Facilities will be tested annually as part of the TT&E program.

- The exercise will include a test of the alert and notification procedures within this CONTINUITY OF OPERATIONS PLAN, with and without warning, during duty and non-duty hours.

- The (Kristen Khamnohack) or designee will identify and incorporate lessons learned and remedial actions from exercises or actual events into annual revisions of this CONTINUITY OF OPERATIONS PLAN

- Copies of AAR (After Action Review) reports will be placed in the File Archive of this system.

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) documents the past, present, and future events that support their Test, Training, and Exercise program for their CONTINUITY OF OPERATIONS PLAN. These events are documented below in chronological order starting with the most recent:

Event Title: VECOI All Users Go Live
Event Date: 7/27/2023
Event Type: Plan Maintenance
Event Status: Scheduled

Description:

Event Title: Last Day in Bold Planning System
Event Date: 7/27/2023
Event Type: Continuity Event/Activation
Event Status: Scheduled

Description:

Event Title: VECOI Pilot Users Training
Event Date: 6/27/2023
Event Type: Training
Event Status: Scheduled

Description:

Event Title: Scheduled maintenance
Event Date: 10/17/2022
Event Type: Plan Maintenance
Event Status: Scheduled

Description:
Check and update contacts and plans.

Event Title: Oregon Continuity of Operations Plan Workshops (Beginner & Advanced)
Event Date: 7/29/2022
Event Type: Training
Event Status: Scheduled

Description:
BOLDplanning is excited to offer Continuity of Operations Plan Workshops for Beginners and Advanced Practitioners in the state of Oregon.
To accommodate schedules, planners may choose from **in-person *or* virtual** formats for both Beginner and Advanced workshops.
Each Beginner Workshop, whether offered in-person or virtually, will cover identical content. Please choose the option that best fits your schedule.
Each Advanced workshop, whether offered in-person or virtually, will cover identical content. Please choose the option that best fits your schedule.
Please only choose one option for Beginner and/or one option for Advanced.

RSVP Here: https://www.signupgenius.com/go/8050E49ACA828A4FA7-oregon

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Event Title: ODHS COOP Meeting - Facilities updates
Event Date: 4/06/2021
Event Type: Plan Maintenance
Event Status: Completed

Description:
Email sent 4/6/21:

David Hawkins, Glen Bason, Debbie Estabrook, Mark Freed, Faheem Quadri, Shawn Jacobsen, Don Erickson, Kirk Rhoades, Brenda Brown, Bryan Wier, Nick Kern, Shannon Biteng, Kim Roberts, Christy Sinatra, Nelsa Brodie Chuck Keers, Heather Collee, Amy Hinkle, Emily Terry, Marsha Ellis, Emily Armstrong, Heather Lindsey, Jeffrey Akin, Lisa Morawski, Robert Wood, Sarah Lambert, Jordan Reich, Chad Griffin, Robert Salinas

Hello Continuity Planners!

Thank you for joining us today! If you were unable to join, here is a brief rundown:

As part of the ongoing effort to maintain your Continuity Plan, we will be sending you monthly emails to help target specific sections of your plan to review and update. With each of these emails, you will also receive tips to consider when updating these sections. The goal is to keep your plan as accurate and up to date as possible.

COOP Contacts - Please email your COOP contacts to dhsoha.bcp@dhsoha.state.or.us. We have collected quite a list over the last year and want to make sure we have a correct list. If you need access to the BOLD Planning system, please also include that in your email.

This Month's Planning Topic is: ***Facilities (Primary Facility / Alternate Facility)***

(**Primary Facility**) When creating your continuity plan, it is important to identify the locations where your organization operates under normal conditions. This information will then be used in other sections within the system to identify the types of amenities and specific requirements needed to operate in the event of a continuity disruption. (Always include the "Remote Working" option in you primary and/or alternate locations)

(**Alternate Facility**) A major section of your plan revolves around the concept of identifying an alternate facility or "backup location" for each of your Primary Facilities. Imagine if your workspace or building was unusable due to an event. Your organization would be confronted with many questions including: *Where do we go (to work)? What do we need? What items are already at an alternate facility? What do we need to bring and in what quantities?* Every organization has different needs and requirements to operate, so they need to think these questions through for themselves. Your organization should discuss and answer as many of these questions as possible ahead of an event to ensure relocation to a new facility is accomplished as efficiently as possible.

Planning Tips for Facilities

- *Try to identify at least two alternate facility choices for every Primary Facility. Your "First Choice Facility" should be a facility close to the Primary Facility and easily accessible, in the event of a small-scale disruption that only impacts the single building or work area (building fire, pipe burst, mold in the walls, etc.). Your "Second Choice Facility" should be on a regional level and should assume a large-scale event has impacted the surrounding area (tornado, hurricane, earthquake, flood, etc.).*

- *For each Alternate Facility, it is important to provide specific details about the facility, including the resources already at this location vs. the resources that would need to be transported to this location in order to continue operations. Resources might include computers, communication equipment, office furniture, emergency supplies, and any other amenities your organization relies on to operate.*

- *It might be difficult to identify a specific facility that would be immediately available ahead of time. Don't let this deter you from moving forward with your planning efforts. In this case, we recommend you put in a facility named "To Be Determined" or "TBD." With this approach, at least you can begin the discussion about possible locations and the resources you would need.*

Ask Yourself the Following Questions

- *Has our organization identified alternate facility locations to use if our primary facility becomes unavailable? If so, what items are already located at the alternate facility vs. what other things will we need to acquire?*

- *Has our organization coordinated with the owner/manager of the alternate facility regarding our needs?*

- *Do we have an agreement or Memorandum of Understanding (MOU) in place with the Alternate Facility owner/manager?*

Steps to Review and Update the Facilities Database

1. Log-in to the planning system. If you do not have a Username/Password or have trouble logging in, contact BOLDplanning and they will be happy to assist (help@BOLDplanning.com).

2. Go to "Primary Facilities" – Make sure you have you added all of your Primary Facilities (the locations where you work during normal operations). If not, add your Primary Facilities by clicking the "Import Facilities" or "Add New Facility" button.

3. For each Primary Facility, verify that the address is correct. If not, click "Edit" and correct.

4. For each Primary Facility, verify the # of your Staff at each is correct – This is the number of staff that works within your organization at that specific facility and <u>NOT the total Staff Capacity for the entire building</u>. If this # is not correct, click "Edit" and correct.

5. Review the comments listed for each facility. If you need to add comments about this facility, click "Edit" and use the "Comments" field to add this information. Examples: description of the physical space, special requirements, warehouse, laboratory, etc.

6. Enter the Resources and their quantities that you currently use to operate in each Primary Facility. (Desks, chairs, computers, phones, fax machines, printers, other equipment, etc.).

7. Alternate Facility – Be sure to have at least one Alternate Facility identified for each Primary Facility within your plan, even if the Alternate Facility is listed as "To Be Determined."

8. Alternate Facility Resources

   - Identify the resources will you need at your Alternate Facility(s) and their quantities. (Desks, chairs, computers, phones, fax machines, printers, other equipment, etc.)

- List the resources will need to be <u>transported</u> to your Alternate Facilities.

- Determine which resources are <u>pre-positioned</u> (already at) your Alternate Facilities.

- Identify how many staff members will be relocating to each Alternate Facility.

9. There are several options you can use to name your Alternate Facilities and to control how this information is organized within your plan. If you have a large operation, you might want to add an Alternate Facility for each "division" within your organization and list the Resources they would need. (Example: To Be Determined (Finance), ABC Building (Admin). Also, you might want to name and organize your Alternate Facilities by estimated length of time of relocation. Example: To Be Determined (Short Term / Less than a week), ABC Building (Long Term / 30 Days or More).

10. If you have Facility information already documented, you can upload any supporting documents within the "File Archive" of your plan. Items to upload might include evacuation procedures and maps of the facility, alternate facility layout, alternate facility agreements, etc.

Additional Resources

- **Webinar Wednesdays** – On the first Wednesday of each month BOLDplanning conducts a 30-minute online webinar training session focusing on the PMC topic of the month. The trainings are used to help planners with the month's planning section, highlight planning tips, and demonstrate new BOLDplanning system features. Invitations are sent to most BOLDplanning Users automatically via email.

- **Help Files Library** – In the File Archive section of each plan there is a Continuity User Guide as well as a library of training webinars covering all the major elements of the plan for planners to use at their convenience.

- **On-line Helper Tips** – Embedded throughout the planning system, there are detailed helper tips that explain COOP concepts and provide instructions for data entry.

- **Help Desk** – BOLDplanning is always available to assist with your planning efforts. The BOLDplanning Help Desk is available Monday – Friday from 8:30am to 5pm CST. Contact them at help@BOLDplanning.com / (615) 469-5558.

Event Title: Upload of Plans
Event Date: 3/09/2021
Event Type: Plan Maintenance
Event Status: Completed

Description:
Upload to Bold complete - Michelle Patton

Event Title: Plan update
Event Date: 12/11/2020
Event Type: Plan Maintenance
Event Status: Completed

Description:
Update plan after 2020 Wildfires - by Heather Collee

Event Title: Plan Update
Event Date: 3/09/2020
Event Type: Plan Maintenance
Event Status: Completed

Description:
Update by Healther Collee - Begin COVID 19 response

Event Title: COVID 19 Response
Event Date: 2/20/2020
Event Type: Continuity Event/Activation
Event Status: Completed

Description:
Agency Response to COVID 19. Each division/agency has specific responses that should be added to overall plans

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Event Title: Plan Update
Event Date: 12/18/2019
Event Type: Plan Maintenance
Event Status: Completed

Description:
Update by Heather Collee

Event Title: Plan update
Event Date: 12/27/2018
Event Type: Plan Maintenance
Event Status: Completed

Description:
Updated by Lee Lower/Kim Lorz

Event Title: Initial plan
Event Date: 12/13/2018
Event Type: Plan Maintenance
Event Status: Completed

Description:
Initial Plan created by Lee Lower

ANNEX N
FACILITY EVACUATION

Facility Evacuation

The purpose of this section is to provide specific directions to all staff in the event of an emergency requiring the evacuation of the following facilities.

Responsibilities

The (Kristen Khamnohack) shall identify a line of succession, and recognize a "Safe Room" for sheltering in place in the event that this becomes necessary.

The (Kristen Khamnohack) shall be responsible for the following:

- Monitor the evacuation procedures and ensure that all employees are participating.

- Identify themselves to responding emergency personnel and provide any information or assistance, as requested.

- Station themselves outside the facility to receive employee check-off lists from Division Heads/Delegates and to coordinate with emergency personnel as necessary.

The Division Heads/Delegates shall be responsible for monitoring their sections as follows:

- Know the status of all assigned staff, (e.g. are they on site, in the field, or on annual leave).

- Ensure staff are trained in the evacuation procedures and in dealing with clients and staff who may become confused or panic in an emergency situation.

- Assign at least two alternate Division Head delegates and keep this assignment list current.

- Ensure all delegates are properly trained in their duties.

- Obtain checklists of staff accounted for and unaccounted for and report status to the (Kristen Khamnohack) after evacuation.

Staff are responsible for the following:

- Ensuring handicapped employees and visitors are assisted from the facility.

- Staff with public visitors should exit the facility with the visitors.

- Staff must search for and insure that any clients who are in private rooms, restrooms, etc. evacuate with the staff immediately.

Evacuation Procedures

Specific evacuation procedures for each of the facilities identified within this COOP are as follows:

- Primary Facility

  - Oregon Child Abuse Hotline - To Be Determined

ANNEX O
CONTACTS ROSTER

ODHS - CW - Oregon Child Abuse Hotline (ORCAH) Contacts

KEY STAFF	ADDRESS	PHONE NUMBERS / EMAIL	TEAM ROLES / COMMENTS
Kirby Crawford ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	6035 NE 78th Court Portland, OR 97218 USA	Work: 503-754-2869 Work Email: kirby.l.crawford@dhsoha.state.or.us	
Aprille Flint-Gerner Deputy Director ODHS - Oregon Department of Human Services Child Welfare (CW) Administration	500 Summer St NE Salem, OR 97301 USA	Work: 503-707-0853 Work Email: Aprille.Flint-Gerner@dhsoha.state.or.us	
Rebecca Jones Gaston Director ODHS - Oregon Department of Human Services Child Welfare (CW) Administration	500 Summer St NE Salem, OR 97301 USA	Cell: 971-332-0799 Work Email: Rebecca.jonesgaston@dhsoha.state.or.us	
Kristen Khamnohack ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	500 Summer St NE Salem, OR 97301 USA	Work: 5032694961 Work Email: kristen.n.khamnohack@dhsoha.state.or.us	
Brandy Koll Office Manager ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	6035 NE 78th Court Portland, OR 97218 USA	Work: 971-388-3047 Work Email: Brandy.j.koll@dhsoha.state.or.us	
Michael Lemke Business Operations Manager ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	6035 NE 78th Court Suite 200 Portland, OR 97218 USA	Home: 503-302-7904 Cell: 503-602-7117 Work Email: michael.y.lemke@odhsoha.oregon.gov	

KEY STAFF	ADDRESS	PHONE NUMBERS / EMAIL	TEAM ROLES / COMMENTS
Alicia Livingstone Business Operations Coordinator ODHS - Oregon Department of Human Services Child Welfare (CW) Administration	500 Summer St NE Salem, OR 97301 USA	Work: 503-753-2034 Work Email: Alicia.Livingstone@dhsoha.state.or.us	
Rebecca Monteblanco ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	6035 NE 78th Court Portland, OR 97218 USA	Work: 503-510-6909 Work Email: rebecca.a.monteblanco@dhsoha.state.or.us	
Elizabeth Richard ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	6035 NE 78th Court Portland, OR 97218 USA	Work: 971-673-5389 Work Email: Elizabeth.Richard@dhsoha.state.or.us	
Carla Simmons ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	6035 NE 78th Court Portland, OR 97218 USA	Work: 971-673-5339 Work Email: Carla.Simmons@dhsoha.state.or.us	
Jennifer Sorenson ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	6035 NE 78th Court Portland, OR 97218 USA	Work: 503-919-8561 Work Email: jennifer.sorenson@dhsoha.state.or.us	
Shirley Vollmuller Business Manager ODHS - Oregon Department of Human Services Child Welfare (CW) Administration	500 Summer St NE Salem, OR 97301 USA	Work: 503-373-1418 Work Email: Shirley.L.VOLLMULLER@dhsoha.state.or.us	
Sarah Walker ODHS - Oregon Department of Human Services Child Welfare (CW) ORCAH	6035 NE 78th Court Portland, OR 97218 USA	Work: 971-673-5935 Work Email: Sarah.Walker@dhsoha.state.or.us	

STAFF	ADDRESS	PHONE NUMBERS / EMAIL	TEAM ROLES / COMMENTS
Lacey Andresen Deputy Director ODHS - Oregon Department of Human Services Child Welfare (CW) Administration	500 Summer St NE Salem, OR 97301 USA	Cell: 503-945-8864 Work Email: Lacey.l.andresen@dhsoha.state.or.us	
Heidi Beaubriand Nurse Manager ODHS - Oregon Department of Human Services Child Welfare (CW) Administration	500 Summer St NE Salem, OR 97301 USA	Work: 503-871-6662 Work Email: HEIDI.BEAUBRIAND@dhsoha.state.or.us	

ANNEX P
EPIDEMIC / PANDEMIC PLANNING

EXECUTIVE SUMMARY

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1. TRANSMISSION OF INFECTIOUS DISEASE
2. EMERGING INFECTIOUS DISEASES
3. THE EPIDEMIC / PANDEMIC RISK ASSESSMENT
4. ORGANIZATION CONSIDERATIONS FOR INFECTIOUS DISEASE OUTBREAKS
5. EPIDEMIC / PANDEMIC CONSIDERATIONS
6. EPIDEMIC / PANDEMIC PLANNING RESPONSIBILITIES
7. PANDEMIC PLANNING TEAM
8. PLAN MAINTENANCE AND TESTING
9. APPENDIX

REFERENCES

EXECUTIVE SUMMARY

Epidemics are outbreaks of an infectious disease which occurs within a short period and are defined in a geographical region. Epidemics have the potential to significantly impact an organization's operations, the health and safety of personnel, and the public. Many diseases could result in an epidemic and could lead to a pandemic (an epidemic that occurs on a worldwide scale). This annex emphasizes preparedness for outbreaks of emerging infectious diseases.

This Epidemic/Pandemic Planning Annex has been created to identify key information that organizations should know when confronted with an outbreak of infectious disease. It also describes how an organization may be affected, and what measures can be taken to mitigate those effects. In addition to education, this annex guides preparation for and development of a course of action should an outbreak occur.

It is recommended for organizations take the opportunity to develop and implement strategies essential to maintaining business functions in times of a pandemic. Organizations should also inform employees and other stakeholders that the organization is actively involved in epidemic/pandemic preparedness.

Strategies for maintaining functions during an epidemic/pandemic will require enhanced continuity of operations that include extensive workforce planning to perform essential functions with reduced staff levels and remote means. Chapter 6 provides seven planning elements to assist organizations in accomplishing their short-term and long-term strategies, which will require continuous monitoring of recent developments as well as flexibility in implementation and response.

Unlike other disasters in which the period of disruption may last from weeks to months, an epidemic/pandemic has the potential to disrupt operations from months to several years. The public health response to an epidemic/pandemic will directly impact an organization's personnel and will require strong partnerships and cooperation between partners, vendors, the public, and the leadership of the organization.

1. TRANSMISSION OF DISEASE

If a pathogen for which the population has little or no immunity evolves or is introduced to an individual and is highly communicable, virulent, and/or easily transmitted from person to person, it can cause severe illness or even death in a significant percentage of the population. The resulting epidemic/pandemic disease can infect millions of people and can potentially cause social disruption.

Communicable diseases can be transmitted to humans in several ways. The transmission vectors that carry the potential to affect organizations and their personnel are listed below (CDC,2016):

- **Droplet transmission**: occurs when the pathogen is suspended in aerosolized droplets or mist expelled when an infected person coughs or sneezes. These tiny droplets can travel 3 to 6 feet and be inhaled by other persons or can deposit themselves on mucous membranes around the eyes or mouth of uninfected persons.

- **Airborne transmission** occurs when a pathogen is suspended in the air in inhalable-sized particles that remain infectious and are subsequently inhaled through the nose or mouth. Such pathogens can also be transmitted by droplet transmission or contact transmission.

- **Contact transmission:** occurs when an infected person has physical contact (e.g., shakes hands) with an uninfected person.

- **Infectious respiratory droplets:** can be deposited on objects that other persons would likely touch with their hands (e.g., arms of chairs, door handles, documents, exhibits, restroom fixtures, desks, countertops, stair rails, elevator buttons, money, documents, receipts). When uninfected persons touch the contaminated surfaces or items and then rub their nose, mouth, or eyes, transmission may occur.

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2. EMERGING INFECTIOUS DISEASES

Emerging infectious diseases can be defined as infectious diseases that have newly appeared in a population or have existed but are rapidly increasing in incidence or geographic range, or that are caused by one of the NIAID Category A, B, or C priority pathogens. (USHHS, 2018)

Before the COVID-19 pandemic, the United States had not experienced an extensive epidemic since 1918, when the "Spanish flu" pandemic swept the nation and the world. While not a highly virulent pathogen in terms of mortality (only 2.5 percent of those infected died), the "Spanish flu" was highly communicable. As a result, a large percentage of the U.S. population fell ill and approximately one-half million Americans died. During the waves of the pandemic, essential public services were threatened. COVID-19 has shown how such a pandemic can affect the U.S. in the modern-day, as there is a fatality rate of 1.6%, a death count of 770k +, and a massive disruption to all aspects of day-to-day life.

This section of the Epidemic/Pandemic Annex will outline assumptions and critical information regarding pandemic disease.

2.1 Pandemic Assumptions

The U.S. Department of Health and Human Services has created plans based on the following assumptions about pandemic disease. These assumptions are based upon the idea of an influenza-like illness as the main harm. It must be noted that understanding of the pathogen, infection control, risk factors, clinical care, and patient outcomes will be in rapid evolution.

- Susceptibility to the pandemic disease will be universal.

- The clinical disease attack rate will be 30 percent in the overall population. Illness rates will be highest among school-aged children (about 40 percent) and the elderly. Among working adults, an average of 20 percent could become ill during a community outbreak.

- Risk groups for severe and fatal infections cannot be predicted with certainty. During the COVID-19 pandemic, infants, the elderly, persons with chronic illness, and pregnant women were shown to be at higher risk of complications from the disease.

- While the typical incubation period for influenza averages two to three days, please note the incubation period for COVID-19 averages four to five days, with 14 days as the upper limit.

- Persons who become ill may shed virus and can transmit infection for one-half to one day before the onset of illness. Viral shedding and the risk for transmission will be greatest during the first two days of illness. Children will shed the greatest amount of virus, therefore are likely to pose the greatest risk for transmission.

- In an affected community, an outbreak will typically last about 6 to 8 weeks. At least two pandemic disease waves are likely. Following the pandemic, the new viral subtype is likely to continue circulating and contribute to seasonal disease trends.

- The seasonality of a pandemic cannot be predicted with certainty. The largest waves in the United States during 20th-century pandemics have commonly occurred in fall and winter.

2.2 Potential Impacts of Pandemic Disease

The impact of an actual pandemic cannot be accurately predicted, as it depends on multiple factors, including virulence of the virus, rate of transmission, availability of vaccines and antivirals, and effectiveness of containment measures.

A pandemic emerging infectious disease could impact the human population from months to several years, with at least two peak waves of activity. According to the U.S. Department of Health and Human Services, the characteristics of an emerging infectious disease pandemic that must be considered in strategic planning include the following:

- People may be asymptomatic while infectious.

- Simultaneous or near-simultaneous outbreaks in neighboring communities thereby limiting the ability of any jurisdiction to provide support, assistance, and mutual aid.

- Enormous demands on the healthcare system, with effects reaching not only emergency care but all facets of health services.

- Delays and shortages in the availability of vaccines and antiviral drugs.

- Potential disruption of national and community infrastructure, including transportation, commerce, utilities, and public safety, due to widespread illness and death among workers and their families, as well as concern about ongoing exposure to the virus.

- Absenteeism across multiple sectors related to personal and family illness, fear of contagion, or public health measures to limit contact with others could all threaten the functioning of critical infrastructure, the movement of goods and services, and the operation of organizations.

2.3 Information Sources for Current Status

Below lists creditable organizations which provide current and relevant information regarding epidemic/pandemic statuses as well as educational materials for planning against emerging infectious

diseases.

WHO - The World Health Organization (WHO) describes six phases of increasing public health risk associated with the emergence of a newly emerging infectious disease that could pose a pandemic threat. Each phase recommends actions for national authorities and outlines measures to be implemented by the WHO, allowing for greater predictability of actions to be taken during the various phases of a pandemic.

For information about pandemics, the WHO phases, and the current worldwide status, please review the WHO website - http://www.who.int.

CDC - The Center for Disease Control and Prevention (CDC) is the lead Federal government agency for pandemic planning. Up-to-date information about national planning as well as vaccines and antivirals can be found on the CDC website - http://www.cdc.gov.

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3. THE PANDEMIC RISK ASSESSMENT

ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP, the following information has been detailed specifically related to the risks and impacts of an infectious disease outbreak.

This information is added/edited in the Pandemic Hazard in the Hazards & Risks section of your planning platform.

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4. ORGANIZATION CONSIDERATIONS

Although the circumstances described above paint a dark picture, an organization, to the best of its ability, must strive to continue its functions and provide services to its constituents, or customers, or patients, etc..

4.1 Implications of Infectious Disease Outbreaks for the Organization

A challenge for the organizations will be to assist appropriate public health officials in protecting an organization's personnel and the general public from transmission within the organization's facilities. However, given the large numbers of individuals who enter an organization's facilities each day, those facilities - like all other facilities in which large numbers of persons interact and congregate - could themselves become a spreading center for the disease.

This raises several considerations for organizations, including:

- Significant numbers of persons who are necessary to the organization's essential functions (e.g., organization staff, security personnel, IT staff, etc.) may be unavailable due to illness or death. It could reach from 30 to 50 percent of the workforce.

- Face-to-face contact between an organization's administrators and staff necessary for performing essential functions may be dramatically limited or unavailable.

- Facilities, infrastructure, utilities, and services may all be impacted by a lack of adequate staffing necessary for maintaining operations caused by isolation, quarantine, illness, or death.

- Depending on the severity of the epidemic/pandemic, an organization's administration may come under pressure as the disease causes attrition among employees, security personnel, IT, and maintenance personnel. To the extent that an organization relies on local law enforcement for security services, an additional concern is a possibility that, during an outbreak, law enforcement officers and security personnel may be reassigned to other critical law enforcement duties, thus resulting in a shortage of

officers available to serve the organizations. In addition, state or local public health officers could close an organization's facility or could quarantine or isolate an organization's personnel.

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5. PANDEMIC STRATEGIES

Unlike other emergencies, an emerging infectious disease epidemic/pandemic could seriously disrupt an organization's operations for an extended period. Therefore, both short-term and long-term strategies are necessary to manage the potential extent and duration of the impact.

Each organization's continuity plan (COOP/BCP) should address the basic response to any disaster or emergency. Organizations lacking a continuity plan or having an incomplete continuity plan are encouraged to begin the plan development process immediately.

Given the unique challenges posed by an epidemic/pandemic, the information and strategies discussed below are not exclusive, but rather are designed to enhance organizations' current emergency protocol.

5.1 Short-Term Strategy

In the first 90 days of COOP activation, each organization should have the capacity to perform all essential functions as defined in the organization's plan. The ability to seamlessly move as many of these functions as possible to remote work will be imperative in the early days of the activation.

The organization's functions may need to be performed with limited staff, and when little to no face-to-face contact is possible for an extended period. An organization and its staff will likely be significantly affected by employee absence, be it from illness or death, and also the effect of the losses of child-care, schooling, and/or eldercare in regards to employees and their ability to fully engage throughout the workday.

As soon as possible, organizations should transition to full operations. If full operations cannot be initiated within 90 days of plan activation, organizations should implement the long-term strategies described below.

5.2 Long-Term Strategy

Within 90 days of COOP activation, organizations should have the capacity to perform all essential functions when little to no face-to-face contact is possible for an extended period. An organization and its staff will be significantly affected by illness and/or death.

When developing its specific response to an epidemic/pandemic, an organization should consider these issues:

- Operations may be significantly impacted for months to several years, with the possibility of 'waves' of impact depending upon the continued effects of the epidemic/pandemic. As knowledge of the disease evolves, so will the responses required.

- All organizations and their personnel should be prepared to cooperate with appropriate public health personnel on response and recovery efforts. Because state and federal resources may be stressed during an epidemic, organizations should be prepared to operate with only minimal support from state and federal agencies.

- Each organization should ensure that it can perform its essential functions, for the first 90 days of COOP activation.

- If full operations cannot be restored within 90 days, an organization should ensure that it can perform other essential functions as best it can.

5.3 Post-Event Recovery

Recovery from an epidemic/pandemic begins when an organization determines that it has adequate staff and resources to resume normal business functions. Once normal operations resume, the impact of the epidemic/pandemic on the organization's operations, staff, and other stakeholders should be assessed and an after-action evaluation of the organization's response should be drafted. Such an evaluation can assist organizations in updating their continuity plans as well as other emergency response plans, as appropriate.

5.4 Essential Functions

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH)'s COOP identifies a detailed list of critical processes / Mission Essential Functions (MEF). With the unique impact that a pandemic presents, ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is continuing to further identify those key processes and identify those specific functions that pose a significant risk for infection (e.g., extensive public interaction, cash management).

All Key Processes / Mission Essential Functions for ODHS - CW - Oregon Child Abuse Hotline (ORCAH) are detailed and prioritized in the coop.oregonem.com planning system. Please refer to Annex C for the complete report.

5.5 Workforce Planning

Because a pandemic may not spread evenly through the employee population, ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is working to create a skills inventory for those positions that are essential to continuing their mission-critical functions. ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is considering cross-training and skill development for employees who can assume responsibility for carrying out those functions, which may lie beyond their normal scope of responsibility. With this strategy, should key personnel fall ill, it is perceived critical functions would then continue with minimal impact on operations. Employees should also be informed that they may be asked to exercise authority or perform duties outside their typical job responsibilities.

While developing this skills inventory, ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is paying particular attention to those positions for which cross-training is not feasible, such as those that require specialized training or qualifications. ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is considering contingency plans should the personnel in those positions be unavailable. This includes identifying, in advance, possible sources for temporary replacement personnel.

Aspects of workforce planning are detailed in the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) COOP. Please refer to Annex A for COOP Teams and Responsibilities, Annex D for Orders of Succession, Annex E for Delegations of Authority, and Annex O for the complete Staff Roster.

5.6 Pandemic Action Items

ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has identified a set of action items that must be performed before, during, and after a pandemic event. This list is constantly maintained as part of the overall COOP. The following list details these pandemic action items.

If you do not see any actions listed here, please check the Pandemic Hazard in the Hazards & Risks section of your planning platform.

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6. PANDEMIC PLANNING RESPONSIBILITIES

Effective planning by ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is essential for the ability to respond quickly to the outbreak of a pandemic. Below are planning elements that are being addressed by ODHS - CW -

Oregon Child Abuse Hotline (ORCAH). The individuals responsible for these roles and responsibilities constitute the Pandemic Team which will coordinate and overlap with the organization's COOP teams.

The Department of Health and Human Services (HHS) Epidemic/Pandemic Plan advises that the first step in planning should be establishing a coordinating committee to oversee pandemic preparedness planning and ensure integration with other emergency planning efforts. This Epidemic/Pandemic Team includes a cross-section of employees, not exclusively executive leadership. If some or all of the executive team falls ill, the Epidemic/Pandemic Team can still function, providing critical leadership and real-time decision making.

In addition to a cross-section of employees, including those responsible for employee health and safety, ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is working to include other partners, as a way of alerting them to the organization's plan and soliciting their input. Assuming the organization remains operational, key partners must be fully aware of the organization's efforts to ensure that all parties work together in accomplishing the organization's mission-critical functions.

It is recommended that the following roles and responsibilities are filled by the appropriate staff members.

6.1 State, Local, Private Sector Relationships

- Establish contact with local public health officials for coordination with local epidemic/pandemic planning efforts.

- Ensure that the organization is aware of and possibly involved in current local preparedness and planning efforts.

- Ensure that the organization is kept informed of current local conditions and response efforts concerning a pandemic event.

- Develop mutual aid programs with neighboring organizations at the city, county, state, and/or private sector level.

6.2 Legal Preparedness

- Ensure that the organization's leadership is aware of any laws, ordinances, or mandates on any level of government that could affect epidemic/pandemic operations. For example, the ability to require masks for staff/visitors, or mandate vaccinations for employees.

- Be aware that legal issues surrounding an epidemic/pandemic may be very fluid, as the COVID-19 pandemic has shown that changes to laws affecting public health issues can come quickly.

6.3 Communications

- Review the organization's internal and external communications plans to ensure that it is prepared to successfully communicate with leadership, personnel, and the general public under epidemic/pandemic circumstances.

- Communicate regularly with employees regarding status and expectations. Silence can lead to employees creating their own narrative regarding the organization's plans.

- Communicate regularly with any operational partners that factor into the organization's essential operations for the distribution of event information and status. As with the employees, silence can lead to a negative narrative being created.

- Develop multiple channels and methods for disseminating information. Do not assume that any one channel is the best.

- Develop a Public Information Officer (PIO) capability for disseminating information to the public in an official manner. Public-facing messaging regarding pandemic topics can always have the chance of coming under intense scrutiny by the public. All public messaging must be treated as such.

- Communicate with Emergency Management regarding any incidents or developments related to epidemics/pandemics.

6.4 Human Resource Issues

- Review the organization's policies and guidance regarding injury/illness as it might pertain to pandemics.

- Review sick leave policies and train staff regarding appropriate sections and changes.

- Review telework/alternate location/work-from-home policies, along with what positions are currently eligible for telework, and what positions could be eligible.

- Review the organization's insurance policies, including health, disability, salary continuance, business travel, and life insurance.

- Review current travel policies and consider modifications related to pandemic issues.

- Develop policies and messaging to help limit 'presenteeism', or where an employee who should not be at work due to contact/illness has reported to work as normal.

- Develop a policy for vaccines and antivirals for staff including priorities, distribution methods, and if they will be mandated for employment (if allowed by law).

- Develop crisis support or employee assistance programs.

- Develop policies for social distancing, personal protective equipment requirements, and entrance screening for disease symptoms, all depending on the laws of the jurisdiction.

- Determine the effects of union contracts on emergency Human Resource policy development.

6.5 Employee Education and Safety

- Assure staff that their health, safety, and well-being are a top priority during an epidemic/pandemic.

- Develop an employee education and safety program and ensure that training is available to all appropriate staff.

- Develop plans for the procurement and distribution of personal protective equipment for onsite employees.

- Instruct staff about Human Resource policies related to the epidemic/pandemic or similar illnesses.

- Instruct staff about proper health and hygiene habits to minimize transmission including covering coughs, washing hands, and using hand sanitizer.

- Encourage staff to prepare at home with plans and emergency items including a two-week supply of food. Plans should account for extreme conditions (sheltering in place) to more common issues (childcare, elder care, etc.)

6.6 Facility Maintenance

- Oversee heightened cleaning efforts in offices and common areas, such as frequently wiping doorknobs, railings, telephones, and restrooms.

- Develop plans for procurement and installation of physical barriers (plexiglass, floor markers, etc.) to assist in keeping staff distanced from both the public and other staff members

- Place hand sanitizer in communal locations for staff and visitors to use.

- Develop emergency kits of equipment and supplies for preventing the transmission of the disease including cleaning supplies, respirators, masks, disposable gloves, etc.

- Use damp rather than dry dusting to avoid spreading dust particles.

- Move restroom wastebaskets next to restroom doors so that employees can use towels to open the doors.

6.7 Technology Preparedness

- Identify technologies required for performing essential functions and review the associated disaster recovery plans.

- Identify the supporting agency for each system (in-house, city/county, third party, etc.) and contact them to discuss the continuity planning efforts.

- Review IT staffing levels and develop clear succession lines for key technical skills.

- Research options for telecommuting for staff including hardware, software, and security requirements. Considerations must be taken into account for each employee's level of services at their residence.

- Research options for video conferencing and teleconferencing. Keep in mind that any commonly known options may suffer from connection issues due to overwhelming use.

- Research options for the increased use of internet and telephone communications. While home internet access may be available to all employees, the availability of useful access may be greatly decreased due to increased use by others within the home, along with greater demand on the employee's internet provider.

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7. PANDEMIC TEAM

The following person has been designated as the Pandemic Team Chief:
Unassigned Person

The Pandemic Chief is assigned in 'Orders of Succession' in the Common Data Area.

The following personnel are members of ODHS - CW - Oregon Child Abuse Hotline (ORCAH) Pandemic Team. These personnel have specific roles and responsibilities for pandemic response and recovery.

The Pandemic Chief is assigned in 'Teams and Responsibilities' in the Common Data Area.

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8. PLAN MAINTENANCE AND TESTING

ODHS - CW - Oregon Child Abuse Hotline (ORCAH) is committed to this overall COOP process and has an ongoing program for maintaining and improving this plan and the related strategies. This overall plan

maintenance process includes a variety of testing, training, and exercising. Please refer to Annex M for the complete report of these scheduled and completed events. All events specifically related to pandemic planning are highlighted below.

Event Title: Plan Update
Event Date: 3/09/2020
Event Type: Plan Maintenance
Event Status: Completed

Description:
Update by Healther Collee - Begin COVID 19 response

Event Title: COVID 19 Response
Event Date: 2/20/2020
Event Type: Continuity Event/Activation
Event Status: Completed

Description:
Agency Response to COVID 19. Each division/agency has specific responses that should be added to overall plans

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Pandemic-related events are entered in 'TTE / Plan Maintenance' in your planning platform. The 'Pandemic' checkbox must be marked.

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9. APPENDIX

The coop.oregonem.com has an online file archive for storing and accessing essential records related to the COOP. All files specifically related to pandemic planning are listed below. To access these files, log into coop.oregonem.com and navigate to the File Archive section.

REFERENCES

Centers for Disease Control and Prevention. (2016, January 7). *How infections spread*. Centers for Disease Control and Prevention. Retrieved April 16, 2022, from https://www.cdc.gov/infectioncontrol/spread/index.html

U.S. Department of Health and Human Services. (2018, July 26). *NIAID Emerging Infectious diseases/ pathogens*. National Institute of Allergy and Infectious Diseases. Retrieved April 16, 2022, from https://www.niaid.nih.gov/research/emerging-infectious-diseases-pathogens/

ANNEX Q
RISK ASSESSMENT

Extreme Weather - High Temperature (Natural Risk)	Risk Rating: 2.4 - Moderate

Probability = *Likely*, Magnitude Severity = *Limited*, Warning Time = *24+ Hours*, Duration = *Less Than 1 Week*

Risk Description	Risk Impact

Risk Description

Heat is the single most deadly weather phenomenon in the United States, resulting in hundreds of fatalities each year. On average, extreme heat claims more lives each year than floods, lightning, tornadoes and hurricanes combined. Heat's ability to do serious damage or kill is an exponential function, linked to relative humidity. The following NOAA chart outlines this function:

NOAA's National Weather Service

Heat Index

Temperature (°F)

Relative Humidity (%)	80	82	84	86	88	90	92	94	96	98	100	102	104	106	108	110
40	80	81	83	85	88	91	94	97	101	105	109	114	119	124	130	136
45	80	82	84	87	89	93	96	100	104	109	114	119	124	130	137	
50	81	83	85	88	91	95	99	103	108	113	118	124	131	137		
55	81	84	86	89	93	97	101	106	112	117	124	130	137			
60	82	84	88	91	95	100	105	110	116	123	129	137				
65	82	85	89	93	98	103	108	114	121	126	130					
70	83	86	90	95	100	105	112	119	126	134						
75	84	88	92	97	103	109	116	124	132							
80	84	89	94	100	106	113	121	129								
85	85	90	96	102	110	117	126	135								
90	86	91	98	105	113	122	131									
95	86	93	100	108	117	127										
100	87	95	103	112	121	132										

Likelihood of Heat Disorders with Prolonged Exposure or Streuous Activity

☐ Caution ☐ Extreme Caution ■ Danger ■ Extreme Danger

North American summers are hot, and the majority of the United States sees heat waves on a regular basis. East of the Rockies, they tend to combine both high temperature and high humidity; although historically some of the worst heat waves have been catastrophically dry.

Risk Impact

High temperatures can impact staff and equipment inside facilities as well as while conducting operations outside facilities. High temperatures can affect staff and equipment inside improperly ventilated and cooled facilities by creating an uncomfortable environment and causing mission essential equipment to overheat. Overheating equipment can be temporarily shut down or permanently damaged. Uncomfortable working environments, while unlikely to be a danger to staff, will severely hamper efficiency and productivity. High temperatures can cause an overuse of the power grid, to maintain reasonable indoor temperatures, which will in turn cause a failure of the electrical grid and cause a power outage. Please see the risk assessment on power outages for more information.

High temperatures can pose a high risk to staff working outdoors. Public works, parks, and other outdoor staff can be put at medical risks if proper precautions, hydration and skin protection, are not taken. Any staff that may have to use protective equipment, ranging from construction to firefighting or hazardous materials containment, are put at extreme risk and must go to extra efforts to maintain their hydration. Prolonged exposure to high temperatures can cause heat stroke, hospitalization, or permanent disability.

High temperatures do not necessarily need be extreme. Quickly rising temperatures can have

	detrimental impacts on the melting of snow packs of higher elevations. Snow packs that melt too quickly, are likely to create flash floods, landslides, or mudslides.

Extreme Weather - Winter Storm (Natural Risk)   **Risk Rating: 2.4 - Moderate**

Probability = *Likely*, Magnitude Severity = *Limited*, Warning Time = *24+ Hours*, Duration = *Less Than 1 Week*

Risk Description	Risk Impact
A winter storm can be characterized by multiple severe elements: including strong winds, ice, heavy or prolonged snow, sleet, and extreme temperatures. Winter storms can be disproportionately hazardous in areas and regions that only see winter storms intermittently. Winter storms are typically anticipated, but like other storm fronts, the severity of a storm is not as easily predicted and even when it is, the window of notification can range from a few hours to under an hour. Although meteorologists can estimate total precipitation amounts the actual effects can vary based on moisture content, ice, winds and/or recent, prior weather. An ice storm is used to describe occasions when damaging accumulations of ice are expected or freezing rain has the potential to adhere to low temp surfaces accelerating accumulation. Significant accumulations pull down trees, limbs and above ground utility lines resulting in loss of power and communication. These accumulations of ice make all forms of transit dangerous, including for pedestrians. Significant ice accumulations are usually ¼" or greater. The duration and range of temperatures has a significant impact on the severity of the storm, particularly in cases where labile temperatures cause thawing and refreezing. Winds can transform even moderate snowfall into visibility hampering events, and make road traffic significantly more dangerous.	Winter storms can pose risk to life and property, as well as have numerous effects on operations and performance: they can immobilize entire regions, block roads, railways, and close airports. Heavy snow, ice, and freezing rain can bring down trees, utility poles, collapse roofs, and communications towers. The long term economic impact from a winter storm can be significant both because of direct damage but also in regards to lost economic activity. Heavy snow and ice can accumulate on power lines, bringing them down, and creating power grid disruptions. Please see the risk assessment on power outages for more information on the effects of downed power lines. Low temperatures can place unprepared people at risk from exposure related risks such as hypothermia. This risk can be compounded by heavy snow fall which may leave people trapped in their homes or on roadways. Additionally, the traffic congestion that may arise from heavy snow or ice can not only delay or prevent people from performing daily operations, but can also put them at a higher risk of traffic accidents or fatalities. Extremely low temperatures coupled with an inability or lowered ability to heat a facility can cause water pipes to burst creating additional recovery and structural problems. The combination of impacts caused by a winter storm can be far reaching. The impact on transportation can create staffing problems as well as shipping and receiving delays. Any loss of life will have lasting impacts while daily operations will be difficult if any power outages or communication disruptions occur.

Fire (Man-Made Risk)	**Risk Rating: 2.85 - Moderate**

Probability = *Highly Likely*, Magnitude Severity = *Limited*, Warning Time = *24+ Hours*, Duration = *Less Than 1 Week*

Risk Description	*Risk Impact*
A fire is the exothermic chemical process of combustion that consumes oxygen and releases heat, light, and often a host of smoke and other materials. Fires can start under various circumstances such as arson, lightning, burning chemicals such as natural gas or petroleum, or from malfunctioning electronics.	Fires have a lasting impact in terms of the property they destroy and lives it may take either through direct contact and burning, known as conflagration, or through the chemicals released through its smoke. A fire's smoke can contain hazardous chemicals that can be breathed by people causing health effects ranging from temporary illness to death. Additionally, its smoke can leave a residue throughout a facility rendering it unusable for a period of time. Clean up costs from a fire's smoke can be extremely costly. If a fire burns uncontrollably, it has the potential to destroy an entire facility or even jump to another structure and continue its path of destruction. Fires of any size, scale, or intensity will severely disrupt operations.

Flood (Natural Risk)	**Risk Rating: 1.85 - Low**

Probability = *Possible*, Magnitude Severity = *Limited*, Warning Time = *24+ Hours*, Duration = *Less Than 1 Day*

Risk Description	*Risk Impact*
Flooding is the most prevalent and costly disaster in the United States. Flooding occurs when water, due to dam failures, rain, or melting snows, exceeds the absorptive capacity of the soil and the flow capacity of rivers, streams or coastal areas. At this point, the water concentration hyper extends the capacity of the flood way and the water enters the floodplain. Floods are most common in seasons of rain and thunderstorms and pose the greatest risk to infrastructure and facilities which exist within an established floodplain.	Since flash floods are often localized, they will tend to drain quicker and cause less damage than a riverine flood. Riverine flooding can last for short period or up to weeks depending on the amount of water affecting the ground and drainage systems saturation. A water main or pipe burst will continue to flood until the appropriate valves can be accessed and the water flow terminated.
Intense rainfall, accompanying the large thunderstorms, may result in water flowing rapidly from higher elevations into valleys, collecting in, and sometimes overtopping the low lying streams. Various types of floods can happen quickly in the form of a flash flood, or accumulate seasonally over a period of weeks as is the case in a riverine flood. Flooding can occur anytime throughout the year, but is typically associated with the spring season.	All three types of flooding can cause direct damage to electrical equipment, vehicles, and render a facility unusable for a period of time. Prolonged flooding can render a structure unusable for humans due to the growth of mold and other bacteria that thrive in cold, damp, and dark environments. There is also a risk of cross-contamination between broken drinking water supply lines and sewage lines.
Additionally, extremely low temperatures compounded by poor	Floods can result in a partial to complete loss of a facility severely hindering operational effectiveness. Quickly flowing water resulting from flooding can damage or destroy bridges and roadways creating a

insulation or a lack of maintenance can cause a facility's water main or other pipes to burst.	transportation disruption. Additionally, intense flooding can be expected to disrupt the electrical grid and communications systems.

Power Outage (Technological)   **Risk Rating: 1.9 - Low**

Probability = *Likely*, Magnitude Severity = *Negligible*, Warning Time = *24+ Hours*, Duration = *Less Than 6 Hours*

Risk Description	*Risk Impact*
Electrical power is the keystone to countless daily operations. Without it, domestic, commercial and most other jurisdictional functionality may cease. Electrical power is sourced through a variety of mechanisms througought the country, many of which are hundreds of miles from their final delivery point. This delivery consists of a complex infrastructure that creates a grid of generating plants, cableing, distribution stations, sub-stations and regional transformers. This extended network makes grids and their components both difficult to maintain or repair during adverse events. Disruptions of the grid, or any of its components, can range from localized, individual service issues to large scale regional interuptions. Localized disruptions are often caused by severe weather (ice, wind, lightning) or construction, traffic or flooding damage to cables and hubs. Larger disruptions can be caused by a number of issues including excessive demand or burden on the grid (brownouts or blackouts) during extreme temperatures, focal damage to a distribution station or substation, or taking a generating plant offline.

The repurcussions of a large scale outage can be locally mitigated through backup power sources: generators, battery backups, and protection equipment with surge capable power supplies. Regardless, any local mitigation implementation is only a temporary solution to a system-wide problem. Interuptions can cause secondary hazards such as the absence of traffic signals, road signage, and mass transit delays. Serious secondary hazards such as cooling to nuclear power plants or the management of air traffic control facilities will be managed at the Federal level exclusively, but will require significant collaberation with local jurisdiction to fully address the scope of the risk. | The effects of an interuption will vary depending on which services and operations are effected. Long-term events or a seriously damaged grid have the potential to impact both routine functions, but some of those populations most vulnerable in hospitals, schools, colleges and rural populations. The more necessary a service or operation is to protecting life and property, the greater effect a power outage will have on operations. However, this is not a rule as much as a guideline. Hospitals and health care facilities rely more on electricity than does a police department's ability to patrol a community.

Each department must determine which operations will suffer the greatest from a loss of power while weighing the value of their operations to protect life and property. Additionally, each department must create a long-term plan to implement in the event of a region-wide loss of power occurring over a period of multiple days to weeks. |

ANNEX R
RISK SPECIFIC ACTION LIST

Risk Specific Action List

As part of the COOP development process, the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has identified specific risks that pose a threat to its operations. For each risk, the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has also developed a list of action items designed to either eliminate the risk from occurring or help reduce the effects of the risk to manageable levels. Provided below are the risks identified by ODHS - CW - Oregon Child Abuse Hotline (ORCAH) and a checklist of the actions for each risk.

Preparedness

-
- Identify emergency evacuation routes from facility
- Train selected individuals as facility coordinators to direct evacuations and secure specified area.
-
- Instruct all personnel on the preparation of individual 72-hour kits
-

Response

- Prioritize life safety.
-
- Evacuate the facility
- Check-in with immediate supervisor on a regular basis to report status and availability
-
- Conduct roll-call of personnel
- Direct arriving first responders
- Maintain situational awareness (SITSTAT)
- Document all response activities
-

Recovery

- Report any deaths or injuries to Human Resources
- Provide Critical Incident Stress Debriefing (CISD) to all responders and employees
- Perform a comprehensive damage assessment
- File necessary claims
-

- Reassign critical responsibilities to available personnel

-

- Review and update the current comprehensive emergency management plan from identified deficiencies or issues encountered during the event

- Prepare an After Action Report (AAR).

Mitigation

- Provide safe primary and alternate facilities.

-

- Review the comprehensive emergency management plan quarterly and update as necessary

Extreme Weather - High Temperature

Preparedness

-

- Instruct all personnel on the preparation of individual 72-hour kits

-

Response

- Prioritize life safety.

-

- Check-in with immediate supervisor on a regular basis to report status and availability

- Conduct roll-call of personnel

-

- Maintain situational awareness (SITSTAT)

-

- Document all response activities

Recovery

- Report any deaths or injuries to Human Resources

- Provide Critical Incident Stress Debriefing (CISD) to all responders and employees

- Perform a comprehensive damage assessment

- File necessary claims

-
- Reassign critical responsibilities to available personnel

-

- Review and update the current comprehensive emergency management plan from identified deficiencies or issues encountered during the event

- Prepare an After Action Report (AAR).

Mitigation

- Provide safe primary and alternate facilities.

-

- Review the comprehensive emergency management plan quarterly and update as necessary

Extreme Weather - Winter Storm

Preparedness

-

- Identify emergency evacuation routes from facility

- Instruct all personnel on the preparation of individual 72-hour kits

-

Response

- Prioritize life safety.

- Check-in with immediate supervisor on a regular basis to report status and availability

-

- Conduct roll-call of personnel

- Maintain situational awareness (SITSTAT)

-

- Document all response activities

-

Recovery

- Report any deaths or injuries to Human Resources

- Provide Critical Incident Stress Debriefing (CISD) to all responders and employees

- Perform a comprehensive damage assessment

- File necessary claims

-

- Reassign critical responsibilities to available personnel

-

- Review and update the current comprehensive emergency management plan from identified deficiencies or issues encountered during the event

- Prepare an After Action Report (AAR).

Mitigation

-

- Provide safe primary and alternate facilities.

-

- Review the comprehensive emergency management plan quarterly and update as necessary

-

Fire

Preparedness

-

- Identify emergency evacuation routes from facility

- Train selected individuals as facility coordinators to direct evacuations and secure specified area.

-

- Instruct all personnel on the preparation of individual 72-hour kits

-

Response

- Prioritize life safety.

- Evacuate the facility

-

- Check-in with immediate supervisor on a regular basis to report status and availability

- Conduct roll-call of personnel

- Direct arriving first responders

- Maintain situational awareness (SITSTAT)

-

- Document all response activities

Recovery

- Report any deaths or injuries to Human Resources

- Provide Critical Incident Stress Debriefing (CISD) to all responders and employees

- Perform a comprehensive damage assessment

- File necessary claims

-

- Reassign critical responsibilities to available personnel

-

- Review and update the current comprehensive emergency management plan from identified deficiencies or issues encountered during the event

- Prepare an After Action Report (AAR).

Mitigation

- Provide safe primary and alternate facilities.

-

- Review the comprehensive emergency management plan quarterly and update as necessary

Flood

Preparedness

-

- Identify emergency evacuation routes from facility

-

- Train selected individuals as facility coordinators to direct evacuations and secure specified area.

-

- Instruct all personnel on the preparation of individual 72-hour kits

-

Response

- Prioritize life safety.

-

- Evacuate the facility

-

- Check-in with immediate supervisor on a regular basis to report status and availability

- Conduct roll-call of personnel

- Direct arriving first responders

- Maintain situational awareness (SITSTAT)

-

- Document all response activities

Recovery

- Report any deaths or injuries to Human Resources

- Provide Critical Incident Stress Debriefing (CISD) to all responders and employees

- Perform a comprehensive damage assessment

- File necessary claims

-

- Reassign critical responsibilities to available personnel

-

- Review and update the current comprehensive emergency management plan from identified deficiencies or issues encountered during the event

- Prepare an After Action Report (AAR).

Mitigation

- Provide safe primary and alternate facilities.

-

- Review the comprehensive emergency management plan quarterly and update as necessary

Preparedness

-

Response

- Prioritize life safety.

-
- Check-in with immediate supervisor on a regular basis to report status and availability

- Conduct roll-call of personnel

- Maintain situational awareness (SITSTAT)

-

- Document all response activities

Recovery

-

- Provide Critical Incident Stress Debriefing (CISD) to all responders and employees

- Perform a comprehensive damage assessment

- File necessary claims

-

- Reassign critical responsibilities to available personnel

-

- Review and update the current comprehensive emergency management plan from identified deficiencies or issues encountered during the event

- Prepare an After Action Report (AAR).

Mitigation

- Provide safe primary and alternate facilities.

-

- Review the comprehensive emergency management plan quarterly and update as necessary

Preparedness

-

Response

-

Recovery

-

Mitigation

-

Power Outage

Preparedness

-
- Identify emergency evacuation routes from facility
-
- Train selected individuals as facility coordinators to direct evacuations and secure specified area.
-
- Instruct all personnel on the preparation of individual 72-hour kits
-

Response

- Prioritize life safety.
-
- Conduct roll-call of personnel
- Check-in with immediate supervisor on a regular basis to report status and availability
-
- Maintain situational awareness (SITSTAT)
-
- Document all response activities

Recovery

- Report any deaths or injuries to Human Resources
- Provide Critical Incident Stress Debriefing (CISD) to all responders and employees
-
- Perform a comprehensive damage assessment
- File necessary claims
-
- Reassign critical responsibilities to available personnel
-

- Review and update the current comprehensive emergency management plan from identified deficiencies or issues encountered during the event

- Prepare an After Action Report (AAR).

Mitigation

- Provide safe primary and alternate facilities.

-

- Review the comprehensive emergency management plan quarterly and update as necessary

Preparedness

-

- Identify emergency evacuation routes from facility

-

- Instruct all personnel on the preparation of individual 72-hour kits

-

Response

- Prioritize life safety.

-

- Conduct roll-call of personnel

-

- Check-in with immediate supervisor on a regular basis to report status and availability

-

- Maintain situational awareness (SITSTAT)

-

- Document all response activities

-

Recovery

- Report any deaths or injuries to Human Resources

-

- Provide Critical Incident Stress Debriefing (CISD) to all responders and employees

-

- Perform a comprehensive damage assessment

-

- File necessary claims

-

- Reassign critical responsibilities to available personnel

-

- Review and update the current comprehensive emergency management plan from identified deficiencies or issues encountered during the event

-

- Prepare an After Action Report (AAR).

-

Mitigation

- Provide safe primary and alternate facilities.

-

- Review the comprehensive emergency management plan quarterly and update as necessary

-

FILE ARCHIVE
APPENDIX

File Archive

The ODHS - CW - Oregon Child Abuse Hotline (ORCAH) has access to a file archiving feature within the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) - Continuity of Operations Plan system. The File Archive feature allows the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to upload files to the system and provides the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) with access to these files from remote locations, as needed, during continuity events or disruptions. Provided below is a list of files that have been uploaded by the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) to the ODHS - CW - Oregon Child Abuse Hotline (ORCAH) - Continuity of Operations Plan system. Each file listed below includes the name of the file, a description of the file, and the most recent date the file was uploaded.

Alert Notification Procedures
Emergency Management Protocol.doc - - Date Uploaded: 10/17/2022
Emergency Preparedness (English)-updated sept 2020.pdf - - Date Uploaded: 10/17/2022
Emergency Status Tracker.xlsx - - Date Uploaded: 10/17/2022

Contacts
WHO DOES WHAT AT CENTRAL OFFICE.Updated.22.16.09.xls - Who Does what at Central Office - Date Uploaded: 10/17/2022

Facilities
09-22 Monthly Building Report.xlsx - Statewide Facilities List - Date Uploaded: 10/17/2022

General Documents/Other
2019-2020 State of Oregon THIRA SPR.pdf - 2019-2020 THIRA - Date Uploaded: 4/05/2022
CW COOP 12.21.2020.docx - CW COOP 12.21.20 - Date Uploaded: 3/03/2021
ORCAH COOP 12.14.2020 (002).docx - ORCAH COOP 12.14.2020 - Date Uploaded: 1/24/2022
Red Book_2019.pdf - Red Book - Date Uploaded: 6/20/2019

GETS cards
Copy of Copy of CW GETS Card List 4-7-22 - CW.sv (002).xlsx - GETS cardholders - Date Uploaded: 10/17/2022

SPOTS Card Holders
CW Cardholders 6.25.21.xlsx - - Date Uploaded: 7/06/2021
CW Cardholders 6.25.21.xlsx - - Date Uploaded: 7/06/2021
FW_ CW Cardholder List .msg - - Date Uploaded: 7/06/2021
FW_ CW Cardholder List .msg - - Date Uploaded: 7/06/2021

Test, Training, and Exercise
2022-07-25 Oregon Advanced COOP Refresher Workshop Presentation Agility Version.pptx - - Date Uploaded: 7/25/2022
2022-07-25 Oregon COOP Refresher Workshop Presentation Agility Version.pptx - - Date Uploaded: 7/25/2022