



**Guide for
Testing a Business Continuity Plan**

Guidance for Oregon Agencies

Provided by Enterprise BCP Program, DAS
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I. BACKGROUND

A. Purpose of this document

This document is designed to help Oregon agencies test a “business continuity plan” (BCP). Business continuity is the ability of an agency to recover from a disruption in business. Specifically, these plans help ensure that agencies can respond effectively to disruptions and emergencies and restore essential services to the public as quickly as possible. Tests are designed to periodically evaluate tasks, teams, and procedures that are documented in business continuity plans to ensure the plan’s viability. Testing is critical to ensuring business continuity plans will be successful in an actual emergency.

B. State Policy BCP Requirement

DAS Statewide Policy #107-001-010 requires each executive branch agency to develop and implement a Business Continuity Plan to “ensure that critical state services will continue despite their interruption by an emergency, disaster, or other unplanned event, whether natural or manmade.”

This policy was signed by the director of DAS in March, 2006 and requires agencies to have developed and tested business continuity plans by June 30, 2009.

Specifically, this policy requires that business continuity plans should at a minimum take into account the following:

- identification of critical business functions and recovery time objectives
- dependencies, both internal and external
- alternate work site
- response to loss of power, phone, and computer networks
- response to loss of critical (key) staff
- response to loss of workforce
- critical equipment failure
- vital records preservation
- emergency communications
- disaster recovery planning
- succession planning
- delegation of authority

The policy also provides the following definitions:

- **Business Continuity Plan (BCP) –**
Advance arrangements and procedures that enable an organization to respond to an event in such a manner that critical business functions continue with planned levels of interruption or essential change. **SIMILAR TERMS:** Contingency Planning, Planning, Business Resumption Planning, Continuity Planning, Continuity of Operation Plans (COOP).

- **Business Impact Analysis (BIA)/ Risk Assessment –**
The Business Impact Analysis/Risk Assessment is a process designed to identify critical business functions and workflow, determine the qualitative and quantitative impacts of a disruption, and to prioritize and establish recovery time objectives. SIMILAR TERMS: Business Exposure Assessment, Risk Analysis.
- **Critical Business Functions (CBF) –**
Business functions or information that could not be interrupted or unavailable for one month or less without significantly jeopardizing the mission of the agency, and the health, welfare or safety of Oregonians.
- **Disaster Recovery –**
The technology and telecommunication aspect of a business continuity plan. The advance planning and preparations necessary to restore needed IT infrastructure, minimize loss and ensure continuity of the critical business functions of an organization in the event of disaster or unplanned event.

C. Planning Assumptions

When drafting an agency's initial plan, DAS recommends that agencies start with the following assumptions:

- Assume that your entire facility has been lost, including power and IT/network functions
- Assume that there has been no loss of life
- Assume that the State Data Center is operational
- Focus on your own facility only; do not try to plan for disruptions beyond your own agency or facility

Also, remember that the purpose of the business continuity plan is to recover *essential* functions as quickly as possible; not immediately replicate *all* functions. Although you obviously want to get all agency operations back in place as soon as practical, that overarching goal is not the purpose of a business continuity plan. Instead, while writing the plan, continue to ask, "What is the minimum we have to do in order to restore the most essential services to the public as soon as possible?" Don't focus on restoring *all* agency functions immediately; focus on just the most critical elements.

D. Types of Tests

The Enterprise BCP Office recognizes that there are multiple kinds of tests and exercises. For the purposes of this guidance document, we will discuss three levels of testing: desk check testing, tabletop testing, and simulation exercising. The *Disaster Recovery Journal* defines these three tests as:

- **Desk Check Testing –**
One method of validating a specific component of a plan. Generally, this form of testing involves one person reviewing the plan, or a portion of the plan, independently. This person will review the plan for accuracy and functionality. This form of testing can also involve more people when testing call trees, for example.

- **Tabletop Testing –**
One method of exercising plans in which participants review and discuss the actions they would take without actually performing the actions. Representatives of a single team, or multiple teams, may participate in the exercise typically under the guidance of exercise facilitators. This form of testing is best conducted with all participants sitting around a table.
- **Simulation Exercises –**
One method of exercising teams in which participants perform some or all of the actions they would take in the event of plan activation. Simulation exercises, which may involve one or more teams, are performed under conditions that at least partially simulate “disaster mode.” They may or may not be performed at the designated alternate location, and typically use only a partial recovery configuration.

E. Test Roles

Though every test should have a facilitator, the remaining roles apply only to tabletop tests and simulation exercises.

1. Facilitator

The test facilitator designs the test and leads the participants through the test scenario. The facilitator responds to questions regarding the rules of the test, keeps the participants focused, and introduces scenarios. The facilitator does not participate in the test.

2. Evaluator(s)

The test evaluator is familiar with the objectives and goals of the test, along with the scenario and expected outcome, before the test takes place. The evaluator is responsible for recording the actions and decisions of the participants and assessing the viability of the plan as it relates to the scenario. The evaluator is merely an observer with a notepad. The evaluator does not participate in the test. After the test, the evaluator works with the test facilitator to analyze the results of the test and complete a test evaluation report. There may be a single evaluator or a group of evaluators. At least one evaluator should be present at every test site.

3. Participants

Test participants follow the instructions of the test facilitator and use the business continuity plan to restore operations working with the testing scenario. Test participants should be those employees who will be expected to use the plan in an actual emergency. These are typically those employees identified as members of crisis management/disaster recovery teams.

II. PLANNING A TEST

A. Identify the Objectives

1. What part of the plan will be tested?

All test plans should have clearly defined objectives. The test objectives outline what part of the business continuity plan is to be evaluated. For example, an agency may choose to test their communication plan by activating their call tree. A more mature test may evaluate the agency's ability to recover a particular business function.

Test objectives should be kept achievable and may be based on the following:

- The agency's current stage of emergency preparedness. For example, if participants are only familiar with three out of five critical business functions, the test's objectives should not cover all critical business functions.
- Gaps, weaknesses, or areas of concern affecting the agency's performance as identified through prior exercises.
- Level of staff knowledge and understanding of emergency preparedness roles and responsibilities.
- Applicability to emerging problems. For example, the test could be focused on testing parts of the plan that are likely to be enacted given possible emerging events.

2. What are the goals of the test?

Identify measurable goals for the test. Goals should be measured as "Pass" or "Fail." For example, if testing your communication plan, were you able to reach all staff through the call tree?

B. Define the Scope

The scope of the test defines the area of business operations to be evaluated. An agency may choose to narrow the scope of a test to a particular business unit, a single critical business function, or a specific location. The scope may also be very wide and apply to all business functions. DAS recommends agencies start testing with a limited scope. The scope will help identify which staff and recovery teams will participate in the test.

For example, an agency with multiple locations could limit the scope of their test to a scenario that will only affect one facility. The Oregon Youth Authority's first test limited the scope of the scenario so that only their central office operations were affected. The scope for later tests was expanded to include the youth correctional facilities and field offices.

C. Train Recovery Teams and Key Personnel

Before a business continuity plan can be tested, all relevant personnel must be trained in their roles and have a working knowledge of the business continuity plan. Most business continuity plans will identify "recovery teams" that are responsible for specific activities in the event of a disaster. These teams should be aware of their roles and be prepared to carry out their responsibilities before any testing takes place. Key personnel should also be aware of roles and responsibilities.

D. Develop the Scenario

Test scenarios should reflect actual risks and threats to the daily operations of the agency. Scenarios should be designed to support the goals and objectives of the test and to fit within the scope. For example, simple scenarios may involve server problems that affect a single business unit, while more complicated scenarios may involve multiple threats to multiple facilities.

E. Prepare Evaluation Method and Materials

Determine ahead of time how the test will be evaluated. There are a multitude of evaluation methods. This document will discuss two forms: non-participating test evaluators and participant survey evaluation.

- **Test Evaluators –**
An agency may identify one or more “test evaluators” to observe the test to evaluate the successes and failures without participating themselves. Evaluators must be aware of the exercise goals and objectives, the overall scenario, as well as what activities and actions will take place during the exercise. During the test, the evaluators will document the actions taken, monitor the timeline, note any problems encountered during the test, and collect data necessary to evaluate the test. The evaluators will be responsible for analyzing and assessing this data to create a test evaluation report. The evaluation report should include strengths and weaknesses of the business continuity plan, an assessment of the goals and objectives of test, and recommendations for revisions to the plan. The report should be used as a guide to improve the business continuity plan and future tests.
- **Participant Surveys –**
An agency may choose to survey test participants following the completion of a test. The collection of surveys allows a range of perspectives to be analyzed. Participant surveys should review the objectives and goals of the test and ask participants to evaluate whether those goals were achieved. The test coordinator will collect and analyze the survey results to produce the evaluation report. The evaluation report should include strengths and weaknesses of the business continuity plan, an assessment of the goals and objectives of test, and recommendations for revisions to the plan. The report should be used as a guide to improve the business continuity plan and future tests.

F. Sample “Test Planning Checklist”

Note: Depending on the number of people to be included in your test and the complexity of the proposed test, you may decide to use a checklist with different items and timelines.

Adapted from the Treasury Department

TEST PLANNING CHECKLIST

Task	Completed By	Deliverable
Project Proposal and Initiation		
Test proposed and test date secured	2mo to 6mo prior	Test charter/proposal
Test date secured	2mo to 6mo prior	Test date confirmation
Project Planning		
Set objectives & scope for test	2 months prior	Project plan
Test objectives approved by management	2 months prior	Memo
Determine recovery team members	2 months prior	Project plan
Reserve testing location and travel needs	2 months prior	Confirmation docs
Test Design and Preparation		
Evaluate current recovery status	6 weeks prior	
Develop scenario to meet test objectives	6 weeks prior	Test scenario
Walkthrough scenario for applicability	5 weeks prior	
Walkthrough expected team roles	5 weeks prior	
Identify resources needed during test	4 weeks prior	
Update documentation	2 weeks prior	BCP, Call Tree
Create and distribute itinerary	1 week prior	Itinerary
Test Execution		
Set up testing facility/room	1 day prior/day of	
Test execution	Day of	Evaluation forms
Take down	Day of	
Post Test		
Follow up report	1 month after	Test Evaluation Report

III. DESK CHECK TESTS

A. Purpose

A desk check test can be used to introduce participants to the plans and procedures outlined in the business continuity plan. It can be as simple as walking through the document with the business owner to review specific components for the accuracy. Ideally, this type of test will serve as a validation of the plans and procedures and should be conducted before any other testing occurs.

A desk check test can be used to validate multiple components of the BCP, for example:

- Emergency Call Tree verification for staff. Can all of your staff be reached? Is the information current?
- Key procedure validation. Does the plan accurately detail the process procedure?
- Availability of process specific resources during plan implementation. For example, if a manual process requires a date stamp to process incoming documents, is this stamp something that you have on hand? Does the user know where to find this resource? Can the process be completed without this resource?
- Business partner contact information verification. Do you have current contact information for all business partners?

B. Suggested Scenarios

Scenarios for this form of testing should be kept very simple. The scenarios will make the review of the plan more interesting and engaging to the participant(s).

Examples:

- Activate the call tree and ask multiple participants to call appropriate people and record the process.
- Ask the participant to assume a computer system is down and use the plan to complete a business process manually.
- Ask the participant to contact all business partners identified in the plan.

IV. TABLETOP TESTS

A. Purpose

A tabletop test simulates an incident in an informal, stress-free environment. As the test name implies, the participants who are usually the responsible managers and the response teams gather in a room to discuss general problems and procedures in the context of an incident scenario. The focus is on training and familiarization with roles, procedures, and responsibilities.

The tabletop is largely a structured walk-through guided by a facilitator. Its purpose is to solve problems as a group. A scenario is developed in advance but there are no attempts to arrange elaborate facilities or communications. Evaluators may be selected to observe proceedings and progress toward the objectives.

Tabletop Testing can be either basic or advanced. A basic tabletop test has a single scenario. The scenario describes an event or emergency incident and participants discuss their decisions and actions as if they were actually experiencing the event at that time. In a basic tabletop exercise only one critical business function is tested. The test may also be focused on only testing emergency response procedures or only communication and coordination procedures.

An advanced tabletop test has several scenarios given one at a time to participants to simulate the problem. The facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised and apply appropriate plans and procedures to solve the problems. Under advanced tabletop testing, multiple parts of the Business Continuity Plan are tested simultaneously.

B. Example Documents

Attachment A

See Attachment A for an example from the Oregon Youth Authority. "OYA Business Continuity Table Top Exercise" from July 17, 2008.

Attachment B

See Attachment B for a sample tabletop test scenario.

V. SIMULATION EXERCISES

A. Purpose

This type of exercise involves a predefined scenario which is developed prior to the event. It is unannounced and once started it is timed from beginning to end. The exercise addresses the scenario using only the plan. It is used to determine the state of readiness and awareness of the plan's response teams. The purpose is also to incorporate associated plans and tests accuracy of call trees and supplier or recovery vendor lists.

More details:

- Simulation exercises widen participation to all those who are to be involved in business recovery. Such tests are conducted without prior notice to all employees concerned.
- In this type of test, an interruption, such as a simulated building fire, provides a scenario in which employees do not have access to normal facilities and must recreate the working environment in an alternative location.
- In addition, role-plays are used to ensure that business continuity activities such as customer services, public relations and legal affairs can operate under simulated conditions of a disaster. In advance of the test, specific staff may need to be assigned to roles to ensure that you are testing their specific functions.
- Throughout the exercise, a team of observers is responsible for recording how recovery activities were undertaken, whether they conformed to procedures laid down in plans, and whether problems or omissions in the plan became apparent.
- Since a simulation exercise is designed to test the integration of plans from the zero hour to 72 hours or more, often a system of "accelerated time" is used, whereby the simulation requires all steps to be completed in a quarter of the time normally required.

B. Assistance

Simulation testing is the most difficult form of testing to plan and execute. The Enterprise Business Continuity Office recognizes the difficulty in planning and executing such an exercise. We are willing to help develop scenarios for those agencies planning simulation exercises.

C. Examples

The following examples are only meant to showcase recent, local simulation exercises. These exercises were conducted on a very large scale. The Enterprise Business Continuity Office does not expect agencies to conduct simulation exercises on this level.

TOPOFF 4

Background:

Conducted in October 15-19, 2007, the TOPOFF 4 Full-Scale Exercise featured thousands of federal, state, territorial, and local officials. These officials engaged in various activities as part of a robust, full-scale simulated response to a multi-faceted threat. The exercise addressed policy and strategic issues that mobilized prevention and response systems, required participants to make difficult decisions, carry out essential functions, and challenge their ability to maintain a common operating picture during an incident of national significance.

Scenario:

The TOPOFF 4 Full-Scale Exercise was based on National Planning Scenario 11 (NPS-11). The scenario began as terrorists, who have been planning attacks in Oregon, Arizona, and the U.S. Territory of Guam, successfully bring radioactive material into the United States. The first of three coordinated attacks occurred in Guam, with the simulated detonation of a Radiological Dispersal Device (RDD), or “dirty bomb,” causing casualties and wide-spread contamination in a populous area near a power plant. Similar attacks occurred in the hours that followed in Portland and Phoenix.

Highlights:

- Conducted in October 2007, TOPOFF 4 took place in Portland, Ore.; Phoenix, Ariz.; and for the first time, the U.S. territory of Guam as well as in Washington, D.C. for federal partners.
- The exercise built on past lessons learned while adding new goals, including: an increased level of coordination with U.S. Department of Defense exercises to combat global terrorism, closer cooperation with the private sector, an expanded emphasis on prevention, a deeper focus on mass decontamination and long-term recovery and remediation issues, and strengthened coordination and communications with international allies.
- More than 15,000 participants representing federal, state, territorial, and local entities, as well as the governments of Australia, Canada, and the United Kingdom, participated in the exercise.
- All venues responded to a radiological RDD attack.
- For more information:
http://www.dhs.gov/xprepresp/training/gc_1179350946764.shtm

City of Salem Airport Exercise September 2007

Salem's McNary Airport is required by the federal government to exercise at a full scale level every three years, with less intense drills on intervening years. All partners to an aircraft accident, from Willamette Valley 911 to Salem Hospital, were brought together to exercise their respective skills in this mass casualty event. The Salem Fire Department's Emergency Operations and Medical Services divisions exercised their command and control and mass casualty plan in coordination with the city's ambulance service contractor. Unified Command was established and outside services were also involved in the treatment and transport of the sick and wounded.

Over 300 persons were involved in Salem's Airport 2007 Disaster Exercise. Victim volunteers from Salem Fire's CERT teams, McKay and North Salem high schools' drama students, along with individuals from the general public provided realism, acting as 60 aircraft victims and another 40 contamination victims for the parallel hospital scenario. CERT team members provided organization and the Red Cross provided food and comfort for the participants. Fire, police, public works and airport staff from the city provided their normal roles in this form of disaster testing. Emergency Operations Center personnel played into the scenario throughout the exercise. Additional participation came from the Oregon National Guard in the form of mock victims, participants and aircraft equipment as props for the event. Local businesses donated space and materials to support the exercise effort.

VI. EVALUATING A TEST

A. Purpose

The success of a test can only be determined if the test is evaluated. Business continuity plans are tested to assess how applicable the plan would be during an event and to validate documented information. Evaluating a test allows business continuity planners to assess the data collected during observation. Evaluations can improve business continuity plans and help planners to create better testing scenarios for future tests. Test evaluations may highlight training needs, discover gaps in the business continuity plan, and identify necessary resources needed for recovery.

Tests must be evaluated, through observation by test evaluators, by participant surveys, or both. Test evaluators and participants will generate the data that will be collected and detailed in a test report.

B. Example "Test Evaluator" Form

Department of Revenue

Critique, Comments, and Scoring Sheet for BCP Testing

Objective: Evaluate the effectiveness, clarity, executability and completeness of Revenue's BC/DR plan relative to continuing critical business functions in the event of a disaster. Establish criteria to measure these characteristics during a test or exercise.

<i>Category</i>	<i>Criteria</i>
Completeness	<input type="checkbox"/> Each step in the plan leads logically to the next (no steps missing) <input type="checkbox"/> Participants do not need to make assumptions that are not part of the plan <input type="checkbox"/> Needed information is in the plan (phone numbers, addresses, locations) <input type="checkbox"/> Dependencies are noted and addressed in the plan
Clarity	<input type="checkbox"/> Participants understand the directions or steps given in the plan; no need for clarification from coordinator <input type="checkbox"/> Objectives for each section are clear <input type="checkbox"/> Plan organization is clear and logical; participants do not "get lost" in the plan <input type="checkbox"/> Diagrams, charts, graphs, tables are easy to understand <input type="checkbox"/> Responsibility for carrying out steps or actions in the plan is clear; no need to ask who is responsible for doing something <input type="checkbox"/> Participants know what is going on in other areas and what other people are doing if it is necessary for them to know <input type="checkbox"/> Plan is written in clear understandable English; grammar and spelling are correct <input type="checkbox"/> Layout and format (font, size, location on page, etc) is satisfactory
Effectiveness	<input type="checkbox"/> Course of actions described in plan makes sense for the business <input type="checkbox"/> Course of action described in plan is feasible <input type="checkbox"/> Course of action described in plan is the best possible solution given the plan assumptions and circumstances <input type="checkbox"/> Recover Point Objective (RPO's) are achievable
Executability	<input type="checkbox"/> Plan has a clear starting point <input type="checkbox"/> Plan has a clear ending point <input type="checkbox"/> Plan is written such that there is a logical flow from beginning to end <input type="checkbox"/> There is a clear progression from one step to the next <input type="checkbox"/> Recovery Time Objective (RTO's) are realistic

C. Participant Survey

Participant surveys should review the objectives and goals of the test and ask participants to evaluate whether those goals were achieved. The test coordinator will collect and analyze the survey results to produce the evaluation report.

Potential survey questions:

- Did you review the BCP before the test?
- Are you familiar with your role on the BCP Response team?
- Was the test scenario understandable and realistic?
- Did this scenario and exercise meet the objectives of the test?
- How can the structure or content of the BCP be improved?
- How can future tests be improved?
- Did this test increase your understanding of your role in an emergency?
- Does the BCP accurately reflect the recovery needs of your business unit?

D. Example “Test Evaluation Report”

Attachment C

See Attachment C for an example from the Oregon Youth Authority. “OYA BCP Exercise Report for Central Office BCP Test #2” from April 27, 2007.

VII. TESTING COMMON HAZARD SCENARIOS

There are several common hazards that can be used as test scenarios. Consider designing a test scenario around one of the following hazards.

- **Fire**

Fire is the most common of all the hazards. Every year fires cause thousands of deaths and injuries and billions of dollars in property damage.

- **Hazardous Materials Incidents**

Hazardous materials are substances that are combustible, explosive, toxic, noxious, corrosive, an irritant or radioactive. A hazardous material spill or release can pose a risk to life, health or property. An incident can result in the evacuation of a few people, a section of a facility, or an entire neighborhood.

- **Floods and Flash Floods**

Floods are one of the most common hazards and widespread of all natural disasters. Most communities in the United States can experience some degree of flooding after spring rains, heavy thunderstorms or winter snow thaws. Most floods develop slowly over a period of days. Flash floods, however, are like walls of water that develop in a matter of minutes. Flash floods can be caused by intense storms or dam failure.

- **Severe Winter Storms**

Severe winter storms bring heavy hazards snow, ice, strong winds and freezing rain. Winter storms can prevent employees and customers from reaching the facility, leading to a temporary shutdown until roads are cleared. Heavy snow and ice can also cause structural damage and power outages.

- **Earthquakes**

Earthquakes occur suddenly and without warning. Earthquakes can seriously damage buildings and their contents; disrupt gas, electric and telephone services; and trigger landslides, avalanches, flash floods, fires and huge ocean waves called tsunamis. Aftershocks can occur for weeks following an earthquake. In many buildings, the greatest danger to people in an earthquake occurs when equipment and non-structural elements such as ceilings, partitions, windows and lighting fixtures shake loose.

- **Technological Emergencies**

Technological emergencies include any interruption or loss of a utility service, power source, life support system, information system or equipment needed to keep the business in operation.

ATTACHMENT A:
Oregon Youth Authority Business Continuity Table Top Exercise
☂ Table Top Exercise / NCYCF / July 17, 2008 ☂

EXERCISE TYPE:

Table Top Exercise

EXERCISE PURPOSE AND OBJECTIVES:

- Test the agencies Business Continuity Plan, policies and procedures
- Test individuals understanding of their role and responsibility during a disaster
- Test the agencies BCP Executive Teams ability to make critical business decisions
- Test the agencies ability to conduct a rapid situational assessment
- Test the agencies ability to coordinate response activities
- Test the agencies ability to communicate during a disaster
- Meet the DAS Statewide BCP Goals
- Test the agencies ability to restore Critical Business Functions within two days
- Test the agencies ability to restore Critical Business Functions within one week

SCENARIO NARRATIVE:

July 16, 2008 at approximately 12:55pm, the Emergency Alert System provided an Alert and Warning to the General Public by TV and Radio in Clatsop, Columbia, and Tillamook Counties. In addition, local public safety personnel were made aware by telephone, radio, pager, and a computer communication system which notifies County, City and State Emergency Management Officials through-out the state.

Primary Objective:

To restore Critical Business Functions within two days and one week

SIMULATED 24HR ALERT and WARNING:

A severe storm is expected to hit the northern Oregon Coast within 24hrs. Winds of up to 100mph and heavy rain could pose a threat to life and property. The forecast indicates that Clatsop, Columbia and Tillamook Counties are most likely to be at risk when the storm hits land.

SCOPE:

Wednesday July 16, 2007

1:05pm the OYA Directors Office receives notice from the NCYCF Superintendent that they have just received information that a 24hr Alert and Warning has gone out through the Emergency Alert System of a severe storm and is forecasted to hit the northern coast by noon tomorrow.

1:08pm the OYA Directors Office Receives notice from the Oregon Emergency Management of the 24hr Alert and Warning that is likely to effect Clatsop, Columbia and Tillamook Counties.

1:14pm the OYA Directors Office Receives notice from the Governors Office of the EAS Alert and Warning.

1:25pm the OYA Directors Office Activates the BCP Executive Team and they are directed to meet in the Willamette Conference Room.

BCP Executive Lead Teams Response Actions to 24hr Warning of Severe Storm:

- Activate Staff Support Team:** Team Leaders – John Smith and Jane Doe
 - ✓ Follow Staff Support Team Roles and Responsibilities as a check –list
- Activate Family/Foster Care Communications:** Team Leaders – Sally Wilson and Jack Black

ATTACHMENT A: Oregon Youth Authority Business Continuity Table Top Exercise

☂ Table Top Exercise / NCYCF / July 17, 2008 ☂

- ✓ Follow Family/Foster Care Communications Team Roles and Responsibilities as a check –list
- Activate Public Information Team:** Team Leaders – Martha Washington and Harry Potter
 - ✓ Follow Public Information Team Roles and Responsibilities as a check –list
 - ✓ Contact OEM for status report on JIC (Joint Information Center)
 - Joint Information Center being established in Clatsop County
 - ✓ Contact Governors Office and provide status update report
- Activate Tele-Communications Team:** Team Leaders – Angelina Jolie and Brad Pitt
 - ✓ Follow Tele-Communications Team Roles and Responsibilities as a check –list

Exercise Assumptions

The following assumptions must be made in order to ensure that the exercise is as realistic as possible. It is intended that exercise events progress in a logical and realistic manner and that all exercise objectives be achieved during exercise play.

- Power Outage
- Possible evacuation to alternate site/s
- Staffing issues – getting to and from worksite / alternate site
- Potential Medical and Mental Health needs for staff and youth
- Lack of or no communications: cell phones and/or landline
- No JJIS or Internet
- Road Closers from debris, down trees, down power lines and possible flooding
- Storm will pass and any restoration will begin within 24/48 hours
- Security Breaches and damage to facilities and/or field offices
- Within one week, business functions will be fully operational even if alternate sites are established

Central Office Operations:

A Critical Business Function is an activity that is indispensable in fulfilling the critical mission functions of Oregon Youth Authority. It is the minimum set of services required to provide the basic needs of the agency's critical mission functions.

Facility Operations:

It is the goal of this plan to provide management and staff with the means to continue and restore Facility operations as quickly as possible and to limit the impacts of a disruption on the rest of OYA operations.

During an incident, it is expected that the most critical of Facility operations will be restored within 4 hours. This will restore 50% of Facility Operations.

The first processes recovered will be those that impact the Critical Business Functions of Supervision of Offenders and Health, Safety, and Welfare of Offenders.

Within 2 days, 90% of Facility Operations must be restored.

The criticality ranking or Recovery Time Objective (RTO) is a determination of how quickly the process must be recovered following a disaster. This is influenced by factors such as: the ability to provide a reasonable approximation of the services provided by this process through alternative means; financial impacts that would result from the loss of the process over a period of time; intangible impacts such as the loss of public confidence or employee confidence during the outage.

1. RTO 0 - The business process must be recovered within 12 hours of a declared disaster
2. RTO 1 - The business process must be recovered within 24 hours of a declared disaster
3. RTO 2 - The business process must be recovered within 2 days of a declared disaster
4. RTO 3 - The business process must be recovered within 5 days of a declared disaster

ATTACHMENT A:
Oregon Youth Authority Business Continuity Table Top Exercise
☂ Table Top Exercise / NCYCF / July 17, 2008 ☂

RECOVERY STEPS:

1. Notify the Assistant Director of Facility Operations of the situation
2. BCP Executive Lead Team meets and reviews plan and activates BCP Crisis Management Teams as necessary
3. Determine if Shelter-In-Place or immediate evacuation is necessary
4. **Evacuation:** Contact transportation aid agencies
5. Contact alternate site/s and deploy teams to prepare alternate site/s for incoming youth
6. Contact facility staff with directions for reporting or deploying
7. Meet with alternate site management to review operating procedure
8. Relocate youth and operations to alternate site/s
9. Contact DAS phones to redirect critical phones lines
10. Public Information Team announces relocation to media outlets
11. Youth, Family, and Provider Communications team notifies families and providers of relocation
12. Complete Facility Business Processes and continue operations at alternate site/s

Situational Status Report Post Activation of Critical Incident Teams – Wednesday July 16, 2008 5:30pm update:

Staff Support Team: Team Leaders – John Smith and Jane Doe

- √ **NCYCF, TYCF, CT:** several staff are available to work overtime at facility or alternate site
 - All staff have been contacted at all three facilities
 - Staff phone lists and emergency contact information is updated and available
- √ **Clatsop, Columbia, Tillamook Field Offices will be closed on July 17, 2008**
 - All P&P Staff have been contacted at all three field offices
 - 75% of P&P Field Staff at all three offices are available for deployment to assist at facilities
 - Documentation has been established for deployment of staffs reassignment location
 - Staff phone lists and emergency contact information is updated and available
 - Washington Field Office has been contacted – office not being closed at this time

Family/Foster Care Communications: Team Leaders – Sally Wilson and Jack Black

- √ **Families, Foster Care, and other Providers have been contacted**
 - Providers possibly effected are re-locating inland and staying in Hotels until storm passes
 - Families have been notified and aware of relocation
 - Documentation has been established for relocation of youth, and JJIS has been updated

Public Information Team: Team Leaders – Martha Washington and Harry Potter

- √ **PIO: contacted OEM (Oregon Emergency Management)**
 - OEM aware that NCYCF, TYCF and CT are going to Shelter-In-Place
 - Status Report to Governors office
 - Wednesday July 16th – PIO sent email to OYA world to alert everyone of the storm warning and what steps the BCP Executive Team has made
 - Contacted DOC and provided status report of DOC youth at NCYCF, TYCF, and CT
 - DOC aware of Shelter-In-Place but will be notified if evacuation occurs

Tele-Communications Team: Team Leaders – Angelina Jolie and Brad Pitt

- √ **Contacted DAS to inform them that BCP Tele-Communications Team is on stand-by for:**
 - Potential relocation of alternate site if necessary
 - Restoration of phone services and email capabilities

ATTACHMENT A:
Oregon Youth Authority Business Continuity Table Top Exercise
☂ Table Top Exercise / NCYCF / July 17, 2008 ☂

Damage Assessment & Salvage Team: Team Leaders – Bob Builder and Angelina Jolie

✓ **Contacted NCYCF, TYCF, and CT – Maintenance Personnel**

- All generators are working, maintained and adequate fuel is available and on-site
- Facilities have extra batteries, flashlights, and radios are charged
- Fire extinguishers checked at all three facilities
- 15 minute fire check logs have been printed just in case system goes down
- External pictures taken of all three facilities pre-storm – Wednesday July 16th
- MYCF Warehouse delivered extra supplies at all three facilities – Wednesday July 16th
 - Blankets, bedding, water, non-perishables, emergency medical supplies, etc...
- Medical staff reported medications and other medical supplies are adequate
- Food supplies are available to sustain population for more than a week
- All three facilities have Propane BBQ grills and adequate supply of propane
- Damage Assessment forms/claims and other documents have been copied

SCENARIO NARRATIVE:

July 17, 2008 at approximately 12:00pm a severe storm is expected to hit the northern Oregon Coast. The forecast indicates winds of up to 100mph and heavy rain could pose a threat to life and property. Areas most likely to be at risk when the storm hits land is Clatsop, Columbia and Tillamook Counties.

Primary Objective:

To restore Critical Business Functions within two days and one week

SCOPE:

Thursday July 17, 2008

8:00am Status Report from NCYCF, TYCF, and CT: everyone ok, they have adequate staff, supplies, power and communications. Some field staff has arrived and is on site to provide support.

8:30am PIO provided status report to: Governors office, OEM, JIC, and sent updated email to OYA World

- Storm anticipated to make landfall in Astoria by noon

11:10am storm arrives with 75mph winds near Warrenton and Astoria

11:15am Last contact with Conan O'Brian at NCYCF – they are Sheltered-In-Place, lights flickering; then lost contact

11:20am Remainder of day: TYCF and CT, storm hits more north, rain and winds at 45mph in Tillamook but no loss of power, phones, etc...

TABLE TOP EXERCISE BEGINS:

1:30pm BCP Executive Team meets in the Willamette Conference Room

1:45pm (Insert): OEM received message report JIC Ham Operator of roof damage at the NCYCF, trees down blocking roads near the NCYCF

1:50pm (Insert): Ellen DeGeneres and Craig Ferguson have been receiving calls from NC staff who cannot report to work due to road closers, damage to their homes, etc... they are unable to contact NCYCF, DeGeneres and Ferguson are seeking instructions from BCP Executive Team.

BCP EXECUTIVE TEAMS RESPONSE:

ATTACHMENT A:
Oregon Youth Authority Business Continuity Table Top Exercise
☂ Table Top Exercise / NCYCF / July 17, 2008 ☂

RECOVERY TIME OBJECTIVES – IT Disaster and Recovery Team:

- _____
- _____
- _____
- _____
- _____

RECOVERY TIME OBJECTIVES – Tele-Communications Team:

- _____
- _____
- _____
- _____
- _____

RECOVERY TIME OBJECTIVES – Damage Assessment & Salvage Team:

- _____
- _____
- _____
- _____
- _____

RECOVERY TIME OBJECTIVES – Physical Security Team:

- _____
- _____
- _____
- _____
- _____

RECOVERY TIME OBJECTIVES – Insurance Team:

- _____
- _____
- _____
- _____
- _____

ATTACHMENT A:
Oregon Youth Authority Business Continuity Table Top Exercise
☂ Table Top Exercise / NCYCF / July 17, 2008 ☂

RECOVERY TIME OBJECTIVES – Staff Support Team:

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- _____
- _____
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- _____
- _____
- _____
- _____

RECOVERY TIME OBJECTIVES – Public Information Team:

- _____
- _____
- _____
- _____

RECOVERY TIME OBJECTIVES – Family Care & Foster Care Communications Team:

- _____
- _____
- _____
- _____
- _____

Notes:

ATTACHMENT B: Sample Table Top Exercise

EXERCISE TYPE:

Table Top Exercise

OBJECTIVES:

- Test the agency's Business Continuity Plan, policies and procedures
- Test individuals' understanding of their role and responsibility during a disaster
- Test the agency's BCP Response Team's ability to make critical business decisions
- Meet the DAS Statewide BCP Goals
- Test the agency's ability to restore Critical Business Functions within two days

GOALS:

- Familiarize BCP Response Team members with their roles
- Successfully activate the Business Continuity Plan
- Contact all staff using the call tree

SCOPE:

The scope of this test will be limited to all business functions conducted at our Main Street office. This facility has 2 critical business functions that must be restored within 2 days.

SCENARIO NARRATIVE:

At 7:45am Monday morning, the facilities manager receives a call from the Department of Environmental Quality. He is informed that a sandwich left on a desk last week has grown a toxic mold. This mold has contaminated the Main Street Office. Though no damage to the structure or equipment has occurred, the office will be inaccessible for at least 3 weeks while it is being decontaminated.

ASSUMPTIONS:

The following assumptions must be made in order to ensure that the exercise is as realistic as possible. It is intended that exercise events progress in a logical and realistic manner and that all exercise objectives be achieved during exercise play.

- The building is completely inaccessible.
- The alternate site is available and completely set up to allow relocation.
- All critical employees are available and able to relocate.
- The network and computer systems are operational.
- All necessary files and essential records are accessible through the network.

BCP RESPONSE TEAM:

This team is responsible for responding in the event of a disaster. This includes assessing potential damage to the agency facility(ies) and enacting the agency's Agency Coordinator Center. This also includes taking lead responsibility for ensuring that the agency can function effectively during a crisis and can resume business operations as quickly as possible.

**ATTACHMENT B:
Sample Table Top Exercise**

	<i>Team Members</i>	<i>Role / Responsibilities</i>	<i>Contact Information</i>
1	Agency Director	Determines if event is severe enough that BCP should be enacted. Operates from the Agency Coordination Center. Initiates call tree process of contacting all agency staff.	work phone number
2	Facilities Manager	Conducts initial assessment of agency facility(ies) following an event. Has lead responsibility for setting up alternate facility, if necessary. Has lead responsibility for implementing sections of plan dealing with facilities and power elements.	work phone number
3	BCP Sponsor (Deputy Director)	Acts as back-up to agency director if director is unavailable.	work phone number
4	Communications Manager	Has lead responsibility for implementing communications strategy contained in this plan.	work phone number
5	BCP Coordinator	Has lead responsibility for ensuring that BCP is properly enacted and steps are followed as appropriate.	work phone number
6	IT Manager	Conducts initial assessment of information technology for agency following event. Has lead responsibility for implementing sections of plan dealing with of IT and network elements.	work phone number
7	Human Resources Manager	Has lead responsibility for implementing sections of plan dealing with staffing elements.	work phone number
8	Contracts and Procurement Manager	Has lead responsibility for dealing directly with vendors and suppliers.	work phone number
9	Field Manager	Has lead responsibility for implementing plan as it relates to Bend field office.	work phone number

RECOVERY STEPS

- Step 1 – Contact BCP Response Team and arrange for a meeting.
- Step 2 – BCP Response Team meets and reviews plan steps.
- Step 3 – Assess damage to agency facility.
- Step 4 – Alert alternate site location to begin setting up for incoming staff.
- Step 5 – Contact DAS Phones to redirect phone lines.
- Step 6 – Contact utility services.

ATTACHMENT B: Sample Table Top Exercise

- Step 7 – Meet with Alternate Site management to review operating procedure.
- Step 8 – Contact Alternate site staff and IT staff with directions for deployment.
- Step 9 – Contact IT and determine when computer services will be available.
- Step 10 – Contact customers, vendors, etc. and inform them of possible delays.
- Step 11 – Announce relocation to media outlets.
- Step 12 – Establish communication with customers at Alternate Site.
- Step 13 – Complete priority business processes at Alternate Site.
- Step 14 – Relocate remaining staff as needed, as space and capability become available, to complete the CBF function at the Alternate Site.
- Step 15 – Notify and update users as systems become available.
- Step 16 – Resume normal operations.

BCP RESPONSE TEAM ACTIONS/DECISIONS:

The test facilitator will complete this section as the test progresses. Use this section to document the decisions and actions taken during each step, noting who completed each part. Note resources used and resources that were unavailable. Identify how participants identified their roles and came to decisions. Be as specific as possible in recording this information.

****Examples in *italics* below are intended only for the facilitator. Test participants should not see these responses. However, it may be helpful to provide test participants with a blank version of this section so they may take notes for themselves.****

Step 1 – Contact BCP Response Team and arrange for a meeting:

- Facilities manager contacts the BCP Response Team, using his cell phone and wallet card phone list, immediately following contact with DEQ and arranges a meeting at the pre-identified coordination center.*

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Step 2 – BCP Response Team meets and reviews plan steps.

- The team meets at the coordination center, the 24-hour coffee shop near the Main Street office. The BCP Coordinator keeps a copy of the Business Continuity Plan in her car. The team will use this document to review.*
- Because the facility will be inaccessible for at least 3 weeks and the Main Street office has critical business functions that must be restored in 2 days, the team decides to activate the business continuity plan.*

**ATTACHMENT B:
Sample Table Top Exercise**

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Step 3 – Assess damage to agency facility.

- There was no damage to the facility; it is simply inaccessible until the toxic mold is removed.*
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Step 4 – Alert alternate site location to begin setting up for incoming staff.

- The Facilities coordinator contacts our Elm Street office in Woodburn using the contact information in the BCP. The Elm Street Office is already equipped to receive critical staff.*
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Step 5 – Contact DAS Phones to redirect phone lines.

- The Communications Manager contacts DAS, using contact information identified in the plan, to relocate the critical phone lines identified in the plan.*
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Step 6 – Contact utility services.

- The team decides this step is unnecessary given the situation. No utilities have been affected.*
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- _____

**ATTACHMENT B:
Sample Table Top Exercise**

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Step 7 – Meet with Alternate Site management to review operating procedure.

- The Facilities Manager meets with the manager at the alternate site. The alternate site manager identifies which work stations are available for use, outlines building access security, etc.*
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Step 8 – Contact Alternate site staff and IT staff with directions for deployment.

- The Director activates the call tree to notify staff. This information is in the BCP. Non-critical staff are asked to stay home. Critical staff are asked to report to the alternate site. All staff are aware of their status.*
- Because it is Monday morning, some staff will already be heading into and arriving at work. The HR Director is assigned the task of meeting staff at the Main Street Office and relaying instructions.*
- The IT Manager calls his staff with instructions to report to the alternate site.*
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Step 9 – Contact IT and determine when computer services will be available.

- The agency director or the BCP Coordinator contacts the IT Manager. The IT Manager has assessed the network capability at the alternate site and expects all critical staff to have network access within 3 hours.*
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ATTACHMENT B: Sample Table Top Exercise

Step 10 – Contact customers, vendors, etc. and inform them of possible delays.

- The Contracts and Procurement Manager contacts all vendors and suppliers that will be affected by the relocation. The list of vendors, along with contact information, is included in the BCP.*

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Step 11 – Announce relocation to media outlets.

- The Communications Manager creates and distributes a press release to all media outlets detailing the situation and the relocation. A sample press release is included in the BCP, as is contact information for the media.*
- The IT Manager updates the agency website to announce the relocation and direct customers to the appropriate location.*

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Step 12 – Establish communication with customers at Alternate Site.

- Once phone lines are active at the alternate site begin contacting key customers.*

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Step 13 – Complete priority business processes at Alternate Site.

- Once computer systems are functional and critical staff are in place at the Alternate Site, begin work on critical business functions.*

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- _____

ATTACHMENT B: Sample Table Top Exercise

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Step 14 – Relocate remaining staff as needed, as space and capability become available, to complete the CBF function at the Alternate Site.

Once the critical business functions that must be restored within 2 days are operational, the BCP Response team decides to bring in additional staff to complete remaining critical business functions. The Agency Director contacts staff using the call tree. The IT Manager arranges for additional network access.

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Step 15 – Notify and update users as systems become available.

- The Communications Manager will release additional press releases as necessary.*
- The IT Manager will update the website as necessary.*
- The Contracts and Procurement Manager will contact vendors and suppliers as necessary.*

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Step 16 – Resume normal operations.

Once the toxic mold has been cleared and the building is approved by DEQ, the agency director will initiate relocation back to the Main Street Office.

- _____
- _____
- _____
- _____

ATTACHMENT B: Sample Table Top Exercise

Notes:

ATTACHMENT C:
Sample Exercise Evaluation

Oregon Youth Authority

BCP EXERCISE REPORT

For

Central Office BCP Test #2
April 27, 2007

Prepared by:

Katie Bechtel
BCP Implementation Coordinator

Version: 4/30/2007

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Management Summary

Overview

The April 27, 2007 test of the Central Office Business Continuity Plan was designed to further educate potential users of the plan as to the structure and content of the Plan. It is the view of the Business Continuity Planning Office that for any Plan to be useful and effective in restoring agency operations following a disaster, all users must be thoroughly trained and acquainted with the Plan ahead of time. Testing allows for this training while at the same time providing a forum to amend, correct, redesign, and fix any flaws in the Business Continuity Plan. An untested Plan cannot be expected to work. For that reason, the Business Continuity Planning Office has scheduled a number of tests and exercises to train users and receive feedback. The April 27, 2007 test was the second of this series.

Scope

The scope of the test was limited to Central Office operations. The test scenario created a situation in which only Central Office processes were affected. Limiting the test to Central Office allowed potential users to review a smaller section of the plan than if the test had included Facility and Field Office operations.

Participants

The participants invited to take part in the test were the members of the BCP Executive Lead Team. The Executive Lead Team will be responsible for the agency's overall recovery and must be the most familiar with the Plan should a disaster disrupt agency operations.

The following team members were present during the test:

██████████, Deputy Director
██████████, Executive Assistant to the Director
██████████, Assistant Director of Business Services
██████████, Facilities Manager
██████████, IS/JJIS/R&D Manager
██████████, Field Implementation Coordinator
██████████, Employee Services Manager
██████████, Network and Operations Manager
██████████, Interim Assistant Director of Field Services
██████████, Safety Manager and BCP Coordinator

The following team members were not present during the test.

██████████, Director
██████████, Assistant Director of Facility Operations
██████████, Assistant Director of Program Office
██████████, Minority Services Manager
██████████, Executive Support
██████████, Facility Operations Coordinator

Methodology and Approach

The test was scheduled in advance, but full attendance was not anticipated. This situation was expected to mirror a real time event. The test took place in the Willamette Conference Room. This room was selected because it will be the BCP Coordination Center if Central Office is accessible during an emergency. Updates to the Plan since the last test were briefly explained to ensure all participants were up to date.

The information about the "event" was fragmented and obtained over time to mimic a real-life emergency. Assumptions had to be made and actions had to be taken based on limited information. Once each section of the scenario was discussed, more information about the event was presented to make participants reevaluate the emergency and make new decisions.

Objective

The test was designed to familiarize the Executive Lead team members with the content and structure of the Business Continuity Plan, and more specifically the "Recovery Steps" that direct agency recovery.

Scenario

The test was restricted to Central Office operations to limit complications. The scenario involved the loss of facility. The information presented to the test participants was as follows:

- *It is 9:47am on a Monday morning. Everyone is working away until the fire alarm goes off. All staff members carefully evacuate the building and proceed to the designated meeting area on the Northeast corner of Chemeketa and High Streets. From the meeting area it is possible to see smoke pouring from windows on multiple floors.*
- *Assumptions*
 - o *All staff members are safe and accounted for*
 - o *The fire is contained before the building is destroyed, but losses are great*
 - o *The mirrored processing site at Hillcrest is up and running.*
 - o *Central Office will have to relocate for an extended period of time.*
- *It is now 10:30am and obvious staff won't be allowed back in the building. Staff members are waiting for instructions in the meeting area.*

Based on this information, test participants had to organize a meeting and begin planning their next steps. The situation was assessed and it was determined that the BCP and Crisis Management Teams should be activated. The Executive Lead team had to decide whether or not to deploy the 72-hour Critical Staff, which staff to send home, and portions of the BCP to activate.

Findings

The test identified critical findings and generated a number of suggestions regarding support projects that will enhance the effectiveness of the Business Continuity Plan. These concerns include, but are not limited to:

- ◆ **OYA staff members are unaware of the existing Emergency Exit Strategy**—OYA Central Office does have an exit strategy, but staff members are not familiar with it. The strategy is outlined in the Emergency Action Handbook. It is currently being reviewed and updated. It is also briefly addressed in the “Welcome to Central Office” packet given to new employees. This document is also being revised and edited at this time. The final drafts and manager training should be available near the end of July. Central Office Safety Committee members are familiar with this plan. Questions about the exit strategy should be directed to Shawna Hill.
- ◆ **A loss of power, and therefore lighting, may hinder evacuation**—there are currently flashlights throughout Central Office. Safety Committee members should each have flashlights. Flashlights are also available in some conference rooms.
- ◆ **Preliminary Space Planning at the Alternate Site will speed transition**—it was suggested that preliminary space planning take place ahead of an emergency situation. The MacLaren and Hillcrest Superintendents should meet with the BCP Coordinator, Information Services staff, and business managers with critical staff to develop space plans and identify work station needs.
- ◆ **Critical Phone Lines should be identified**—it was suggested that those phone lines most critical to Central Office operations should be identified to speed agency recovery. Those phone lines identified will be redirected to the Alternate Sites should Central Office need to relocate.
- ◆ **Each BCP Crisis Management Team should document decisions and actions**—it was suggested that each team have a member whose function it is to document findings, decisions, actions, and potential problems. This documentation will be needed to evaluate agency operations and the effectiveness of the Business Continuity Plan following an emergency situation.

Plan of Action

Immediate (1 month)

- ◆ **Documentation roles will be added to BCP Crisis Management Teams**—a member of each team will be assigned the task of documenting findings, decisions, actions, and other issues during an emergency situation.
- ◆ **Critical Phone lines have been identified and a communication plan has been developed.** In an emergency situation, the Central Office main line and the Director’s Office line will be redirected to the Alternate Site. Depending on the duration of the outage, other critical phone lines may be redirected as necessary. Central Office employees will be asked to leave messages on their voicemail

systems detailing the situation. The voicemail systems will be accessed remotely to leave and retrieve messages.

- ◆ **A team will be established to assist Shawna Hill, the agency's space coordinator, with Preliminary Space Planning at the Alternate Sites.**
- ◆ **Emergency Contact information will be added to the Business Continuity Plan.**
- ◆ **More tests will be scheduled to further acquaint users with the Business Continuity Plan.**

Intermediate (2-5 months)

- ◆ **The creation of a hotmail email account will be discussed and explored further**—there may be issues using a web-based email account.
- ◆ **Develop Disaster Recovery Plans** – Document technical recovery plans for the computer systems and infrastructure required to support business processes.

Long Term (6 months)

- ◆ **Exercise, Test, and Revise Business Continuity Plans** – Using table tops exercises, scenario tests, and evaluations, revise the Oregon Youth Authority Business Continuity Plan as necessary to ensure accuracy and efficiency.

Next Steps

Based on the results of the test, the BCP Office recommends that Oregon Youth Authority continue with the next phase of planning that includes:

- ◆ *Reduction in the Recovery Point Objective for Critical Data by Implementing Off-Site Storage;*
- ◆ *Development of Recovery Plans for Critical Business Processes and Information Systems;*
- ◆ *Development of detailed Alternate Site plans;*
- ◆ *Continued and On-going BCP testing and training to further Mitigate Risk.*

The BCP Executive Lead Team did an outstanding job of completing this step in testing process. The BCP Office thanks OYA management and staff who participated in the successful completion of the second Central Office BCP Test.