

Oregon Board of Accountancy

Continuity of Operations (COOP) Plan



Status: Final

Last Modified: 26-Sep-2025 15:09 PDT

Last Approved:

FOR OFFICIAL USE ONLY (FOUO)

NOTICE: This document contains information pertaining to the deployment, mobilization, and tactical operations of REDACTED in response to emergencies. It is exempt from public disclosure under Oregon state law.

Table of Contents

Promulgation Statement	3
Record of Changes	4
Base Plan	5
Introduction	6
Concept of Operations (ConOps)	8
Procedures	13
Activation - Phase I	16
Alternate Operations - Phase II	19
Reconstitution & Termination - Phase III	21
Annex A: COOP Teams & Responsibilities	22
Annex B: Facilities	27
Annex C: Mission-Essential Functions	37
Annex D: Orders of Succession	38
Annex E: Delegations of Authority	40
Annex F: Alert Notification Procedures	42
Annex G: Vital Records	44
Annex H: Drive-Away Kits	46
Annex I: Communications	48
Annex J: Security & Access Controls	50
Annex K: Family Disaster Plan	54
Annex L: Devolution	57
Devolution Memorandum(s):	59
Annex M: TT&E / Plan Maintenance	60
Annex N: Facility Evacuation	62
Annex O: Contacts Roster	66
Annex P: Pandemic Planning	68
Annex Q: Risk Assessment	74
Annex R: Risk-Specific Action List	76
Appendices	78

Promulgation Statement

This Continuity of Operations Plan (COOP) was prepared by OBOA to develop, implement, and maintain a viable COOP capability. This COOP complies with applicable internal agency policies, state and local regulations and supports recommendations provided by the Federal Emergency Management Agency (FEMA). This COOP supersedes any previous Continuity Plan and has been concurred by BOA's leadership. It will be reviewed and re-certified annually. Recipients are requested to advise the agency of any changes which might result in its improvement or increase in its usefulness.

Martin Pittioni, Executive Director

Date: 2025-Sep-20

Record of Changes

Change #	Section	Date	Person(s) Making Change	Description of Change
----------	---------	------	-------------------------	-----------------------

Base Plan

Introduction

Mission Statement

The Board of Accountancy protects the public by regulating the practice and performance of all services provided by licensed accountants.

Direction & Control

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

- Ensure that the OBOA is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
- Ensure that the OBOA is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
- Provide timely direction, control, and coordination to the OBOA 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 OBOA COOP is viable and operational and is compliant with all guidance documents.
- Ensure that the OBOA 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.

Applicability & Scope

The provisions of this document apply to the OBOA and its offices. Support from other organizations as described herein will be coordinated with the Executive Director as applicable. This document applies to situations that require relocation of mission-essential functions as determined by the Executive Director. 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. Leadership will determine situations that require implementation of the COOP.

Supersession

Title:	Name:	Access Limits:
Executive Director	Martin Pittioni	(no limitations)
Board Chair	Haley Lyons	(no limitations)
Deputy Director	Shelley Ostrem	(no limitations)
Investigator	Jeremiah Leppert	(no limitations)
Licensing Coordinator	Andrew Barlow	(no limitations)

Authorities

References

Policy

The OBOA agency 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 OBOA that a viable COOP be established and maintained to ensure high levels of service quality and availability. It is also a policy of the OBOA 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 agency OBOA is committed to supporting service resumption and recovery efforts at alternate facilities, if required. Likewise, the agency OBOA 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 OBOA policies, plans, and procedures.

Concept of Operations (ConOps)

Objectives

The objective of this COOP is to ensure that a viable capability exists for the OBOA 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.

Planning Considerations & 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.

COOP Execution

This section outlines situations that can potentially lead to activation of the OBOA's COOP due to emergencies or potential emergencies that may affect the ability of the OBOA to perform mission-essential functions from primary and other essential facilities. This section also provides a general description of actions that will be taken by the OBOA to transition from normal operations to COOP activation.

COOP Activation Scenarios

The following scenarios would likely require the activation of the OBOA's COOP:

- The primary facility or any other essential facility of the OBOA 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 OBOA facility 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 OBOA 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 Executive Director may activate the COOP to include activation of the alternate facility.
- The Executive Director 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.

- OBOA 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 OBOA 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 OBOA 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.*

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 OBOA 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 OBOA 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, OBOA 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:

Phase I – Activation (0 to 12 hours)

During this phase, alert and notification of all employees, OBOA 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.*

Critical Service COOP Staff

The 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 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 leadership as necessary.

**** Annex A provides a description of each COOP Team including each team member's role and contact information. Annex O provides a complete list of contact information of 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 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.*

Alternate Facility

The determination of 1) the appropriate alternate facility for relocation, and 2) whether to relocate OBOA to the alternate facility will be made at the time of activation by the Executive Director; 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.

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 OBOA management on an annual basis. The Executive Directory and associated 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 OBOA.
- 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 alternate OBOA facility sites and additional information on alternate facility requirements.*

Mission Essential Functions

In planning for COOP activation, it is important to establish operational priorities prior to an emergency to ensure that the OBOA can complete the mission-essential functions that are critical to its overall operation. The Executive Director 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. OBOA has identified a comprehensive list of mission-essential functions.

**** Annex C provides a complete list of prioritized mission-essential functions identified for OBOA.*

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 OBOA 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 OBOA. 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.*

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 OBOA will receive a warning will be received 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 Executive Director, temporary leadership of the OBOA will be passed to Joseph Sullivan Board Chair, 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 OBOA.*

Direction & Control

Lines of succession should be maintained by all leadership elements contained within the OBOA COOP 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 Executive Director are specified in Annex D.

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 Executive Director and/or their designee are responsible for ordering activation of the COOP. Members of the COOP Teams may be requested by the Executive Director 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 OBOA.

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

Operational Hours

During COOP contingencies, the Executive Director 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.

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 OBOA 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 Executive Director will direct the activation of the COOP. Upon activation of or notification to activate the OBOA COOP, telephone, email, and other methods of communication designated by the OBOA may be used to notify its key staff and personnel.

**** Annex F provides complete details for Alert Notification procedures for the OBOA.*

Procedures

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 OBOA 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 Executive Directory and based on the Policies and Procedures of the OBOA.

Vital Records & Resources

Vital 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 vital records and resources will be made available to personnel for use in completing mission-essential functions. Identified below are different categories of vital records and resources.

Vital records essential to the continued operation or reconstitution of the OBOA 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

Vital records critical to carrying out the OBOA 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 vital records and provides identification, location, and backup capabilities of OBOA vital records necessary for performing mission-essential functions.*

Pre-Positioned Resources

It is strongly encouraged that essential items, such as office supplies, equipment, data, vital 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 Executive Directory & 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.

Drive-Away Kits

The Executive Director is responsible for providing guidance to staff on the necessity of Drive-Away Kits and the contents of these kits. These 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 kits to help ensure OBOA staff 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 the kits, because COOP Team personnel and staff may be at home when the order to relocate is given. Access

to the 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 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 identification badge for entry into the alternate facility.

**** Annex H provides additional information on specific Drive-Away Kits that have been developed for OBOA and their contents.*

Telecommunications & Information Systems Support

Interoperable communications or the ability for OBOA staff to communicate with individuals internal and external to the organization is critical during COOP events. Internal and external communications that will be used by the agency 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 location (OBOA office) 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 OBOA, DAS maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, DAS ensures that connectivity exists at the alternate locations through the use of staff's work cell phone's hotspot using DAS' VPN. DAS will also provide systems technical support during COOP activations.

The telecommunications and information systems capabilities at the 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.*

Transportation, Lodging, & 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 OBOA has procedures that address food, lodging, and purchasing for COOP events.

Security & Access Controls

The Executive Director 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 Executive Director 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 Executive Director 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 the OBOA and provides guidelines for arrangements of security measures at alternate facilities.*

Personal & 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 OBOA 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 OBOA staff on an annual basis.*

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.

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.

Alert & Notification Procedures

The OBOA 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 Executive Director or a designated successor, staff alert and notification procedures (see Annex F) are initiated.

Initial Actions

Based on the situation and circumstances of the event, the Executive Director 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 Executive Director:

- Will contact DAS COO if the office curtails or closes operations. The designated official will also send an e-mail to building.closures@das.oregon.gov.
- Notifies the designated alternate facility manager (OBOA staff remote work site) 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 Executive Director coordinates the immediate deployment of the COOP Teams to an assembly site or the designated alternate facility.
- The Executive Director 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 Executive Director provides instructions and guidance on operations and the location of the alternate facility.
- The Alternate facility manager (OBOA staff) provides regular updates to the Executive Director regarding the status of alternate facility activation/readiness.

The following notification procedures are initiated:

- The Executive Director 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.

Activation Procedures During Duty Hours

- The Executive Director notifies the COOP Team Chiefs of the event requiring activation of the COOP.
- The Executive Director activates the COOP and notifies the appropriate alternate facility manager(s).
- Notification procedures identified in Annex F are conducted.
- The Executive Director 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.

Activation Procedures During Non-Duty Hours

- The Executive Director is notified that an event requiring COOP activation is anticipated or underway.
- The Executive Director then notifies the COOP Team Chiefs of the event requiring activation of the OBOA COOP.
- The Executive Director activates the COOP and notifies the appropriate alternate facility manager(s) (OBOA staff).
- Notification procedures identified in Annex F are conducted.
- The Executive Director 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.

Deployment & Departure Procedures

The Executive Director 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 OBOA 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.

Transition to Alternate Operations

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

The Executive Director will then notify emergency officials, as appropriate, that an emergency relocation of the OBOA facility is complete. The Executive Director 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 Public Information Officer or other designated person(s) that the primary OBOA facility has been temporarily closed and is operating

remotely.

Site Support Responsibilities

Following notification that a relocation of the OBOA 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.

Alternate Operations - Phase II

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.

Establishment of Communications

The ability to communicate with internal and external resources during COOP events will be vital to operations. OBOA internal and external resources could include OBOA staff, partner organizations, emergency responders, vendors, the media, and/or the public.

The Executive Director, in coordination with DAS, will ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly. DAS will service and correct any faulty or inadequate communications systems. DAS 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 OBOA.*

COOP Team Responsibilities

A critical planning component within the OBOA COOP is the development of COOP Teams and team member responsibilities. The COOP Teams can consist of internal staff of the OBOA, 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.

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

Augmentation of Staff

- If it becomes evident that the COOP Teams cannot adequately ensure the continuation of mission-essential functions, the Executive Director will determine the additional positions necessary to maintain these functions.
- The Executive Director will identify additional staff, as available, who may be able to provide support.
- The Executive Director will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
- The Executive Director will consider implementing agreements with outside resource support including Memoranda of Understanding/Mutual Aid Agreements with other organizations and contractual agreements with private vendors.

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 OBOA personnel.
- Vital 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 the OBOA, 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 OBOA's prioritized mission-essential functions. At that point, the Executive Director or highest ranking OBOA official available will institute devolution through the issuance of the Devolution Activation Memo, provided in Annex L. Available OBOA staff will notify the devolution organization(s) that devolution is being initiated.

**** Annex C provides mission-essential functions. Annex E provides OBOA COOP Delegations of Authority. Annex L provides the pre-established Devolution Activation memo and specific guidelines for initiation of devolution of mission-essential functions.*

Development of Plans for Reconstitution & Termination

The Executive Director 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 Executive Director will review and formally approve all plans and schedules. Upon approval, leadership 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.

Reconstitution & 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 leadership 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.

Procedures

Upon a decision by the Executive Director 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 Executive Director 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 OBOA are resuming and that they should report back to work.

After-Action Review & 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 COOP and any accompanying documents will be developed and brought forth to the Executive Director and COOP Teams for review. The Executive Director and designated COOP planners for the OBOA will review and implement changes to the COOP as required.

Annex A: COOP Teams & Responsibilities

OBOA COOP Team

Oregon Board of Accountancy

Team Member	Team Responsibility / Role
<p>Martin Pittioni, Executive Director</p> <p>Work: +1 503-378-2280 Home: +1 503-547-7575 Cell: +1 503-569-7686 Additional: Additional: Email: martin.pittioni@boa.oregon.gov</p>	<p>Duties include:</p> <p>Duties include: (shared with Deputy Director)</p> <ul style="list-style-type: none"> • Determines if event is severe enough that the OBOA COOP should be activated; • Activates call tree process (or OBOA/section designee) of contacting OBOA staff (or next of kin if needed); • Provides ongoing communication with staff concerning the event; • Assigns resources for the event; and • Ensures complete written records of the incident are maintained, e.g., emergency purchases, expenses, employee time log, etc. • Ensures COOP is properly activated and steps are followed as appropriate; • Meet with staff to determine initial assessment of OBOA home offices, IT and network, staffing elements, need for vendors, and supplies following an event; • Notifies AOC of OBOA initial assessment; and • Maintains a Status/Events Log of all contacts, decisions, and orders given or received during the incident. • Works closely with Investigator on assignments; • Conducts initial assessment of section office area, IT and network, staffing elements, need for vendors, and supplies following an event;
<p>Shelley Ostrem, Deputy Director</p> <p>Work: +1 971-458-2793 Home: +1 503-409-3139 Cell: +1 503-409-3139 Additional: Additional: Email: shelley.ostrem@boa.oregon.gov</p>	<p>Works directly with Executive Director to share responsibilities;</p> <ul style="list-style-type: none"> • • Provides ongoing communication with staff concerning the event; • Assigns resources for the event; and • Completes and maintains written records of the incident, e.g., emergency purchases, expenses, employee time log, etc. • Ensures COOP is properly activated and steps are followed as appropriate; • Meet with staff to determine initial assessment of OBOA home offices, IT and network, staffing elements, need for vendors, and supplies following an event; • Notifies AOC of OBOA initial assessment; and • Maintains a Status/Events Log of all contacts, decisions, and orders given or received during the incident. • Works closely with Investigator on assignments; • Conducts initial assessment of section office area, IT and network, staffing elements

<p>Haley Lyons, Board Chair</p> <p>Work: +1 541-687-1170 Home: +1 541-740-8714 Cell: Additional: Additional: Email: hlyons@kernuttsokes.com</p>	
<p>Andrew Barlow, Licensing Coordinator</p> <p>Work: +1 503-378-4181 Home: +1 503-580-9687 Cell: +1 971-666-9587 Additional: Additional: Email: andrew.barlow@boa.oregon.gov</p>	<p>Duties Include:</p> <ul style="list-style-type: none"> Monitor BOA's licensing platform for loss of functionality. for licensing applications and payment processing. <ul style="list-style-type: none"> If issues are occurring. Establish communication with vendor for a timeline for when services will be back up and relay to ED. Monitor BOA's application & payment processing platform for loss of functionality. <ul style="list-style-type: none"> If issues are occurring. Establish communication with vendors for a timeline for when services will be back up and relay to ED. Work with DAS IT for any onsite issues networking or cell phone issues and relay status to ED. Act as back up for communications specialist. Act as back up for licensing specialists.
<p>Jeremiah Leppert, Investigator</p> <p>Work: +1 503-378-5041 Home: Cell: +1 971-666-9619 Additional: Additional: Email: jeremiah.leppert@boa.oregon.gov</p>	<ul style="list-style-type: none"> Update communications systems such as e-mail and phone voicemail in the event of a disruption Determine interruptions to compliance workflows and report to Deputy Director Coordinate with DAS to secure use of printers for any required mailings Use alternate mailing system to ensure seamless customer service if office is affected Continue operations from alternate worksite if needed
<p>Quinn Stoddard, Compliance/Communication Specialist</p> <p>Work: +1 971-718-2723 Home: Cell: Additional: Additional: Email: quinn.stoddard@boa.oregon.gov</p>	<ul style="list-style-type: none"> Coordinate with Deputy Director to create a mass email message to licensees. Communicate critical work stoppage and alternate agency contact info via social media platforms Ensure essential functions such as mail deliveries are made within given time limits Stay in contact with leadership and provide updates based on calls from licensees

MaryLynn Varner, Licensing Specialist

Work: +1 503-378-2264

Home:

Cell: +1 971-707-0441

Additional:

Additional:

Email: marylynn.d.varner@boa.oregon.gov

Erika Guzman, Licensing Specialist

Work: +1 503-378-2268

Home:

Cell: +1 971-666-9705

Additional:

Additional:

Email: erika.guzman@boa.oregon.gov

Team Member	Team Responsibility / Role
<p>Andrew Barlow, Licensing Coordinator</p> <p>Work: +1 503-378-4181 Home: +1 503-580-9687 Cell: +1 971-666-9587 Additional: Additional: Email: andrew.barlow@boa.oregon.gov</p>	<p>Key Staff</p> <p>Provide analysis, coordination and oversight of the Board's licensing program, and serve as key contributor to systems improvements in the Board's licensing and customer service delivery processes and implementation of e-license renewal and application systems. This position continually analyzes, develops, recommends, evaluates and implements changes in licensing systems, as well as procedural and rule changes in the Board's licensing programs. This position prepares education and outreach programs for stakeholders and supports licensing related volunteer committee work. Finally, this position helps to ensure compliance with the Board licensing processes with applicable state policies and the Oregon Accounting Manual (OAM).</p>

Annex B: Facilities

Staff Remote Work Site (Guzman) 725 Lockwood Ln S, Apt 102, Salem, Oregon, 97302	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Erika Guzman	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	
Vital Records	
Drive-Away Kits	
Essential Functions	

Staff Remote Work Site (Barlow) 3669 Lachs Ct S, Salem, Oregon, 97302	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Andrew Barlow	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	
Vital Records	
Drive-Away Kits	
Essential Functions	

Staff Remote Work Site (Leppert) 960 Gerleon St SE, Salem, Oregon, 97302	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Jeremiah Leppert	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	
Vital Records	
Drive-Away Kits	
Essential Functions	

Staff Remote Work Site (Pittioni) 501 NE 107th St, Vancouver, Washington, 98685	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Martin Pittioni	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	
Vital Records	

Drive-Away Kits**Essential Functions**

Staff Remote Work Site (Varner) 984 Camelot Dr S, Salem, Oregon, 97306	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Marylynn Varner	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	
Vital Records	
Drive-Away Kits	
Essential Functions	

Board of Accountancy Office 200 Hawthorne Av SE, Ste D450, Salem, Oregon, 97301	<i>Primary Facility</i>
# of Staff: 7	# of Relocating Staff:
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Roy Jackson	Facility Manager Email: royj@ggroup.com
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	

Vital Records
Laptops & Cell Phones
Drive-Away Kits
OBOA COOP Team: Remote Work - at
Essential Functions

Staff Remote Work Site (Guzman) 725 Lockwood Ln S, Apt 102, Salem, Oregon, 97302	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Erika Guzman	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	

Vital Records
Laptops & Cell Phones
Board of Accountancy Files on the O Drive
Filemaker Database
Drive-Away Kits
Essential Functions

Staff Remote Work Site (Barlow) 3669 Lachs Ct S, Salem, Oregon, 97302	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Andrew Barlow	Facility Manager Email:
Security & Access Controls	

Communications & Information Systems / Cyber Security Measures**Evacuation Procedures****Vital Records**

Laptops & Cell Phones
Board of Accountancy Files on the O Drive
Filemaker Database

Drive-Away Kits**Essential Functions**

Staff Remote Work Site (Leppert) <u>960 Gerleon St SE, Salem, Oregon, 97302</u>	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Jeremiah Leppert	Facility Manager Email:

Security & Access Controls**Communications & Information Systems / Cyber Security Measures****Evacuation Procedures****Vital Records**

Laptops & Cell Phones
Board of Accountancy Files on the O Drive
Filemaker Database

Drive-Away Kits

OBOA COOP Team: Remote Work - at

Essential Functions

Staff Remote Work Site (Pittioni) 501 NE 107th St. Vancouver, Washington, 98685	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Martin Pittioni	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	
Vital Records	
Laptops & Cell Phones Board of Accountancy Files on the O Drive Filemaker Database	
Drive-Away Kits	
Essential Functions	

Staff Remote Work Site (Varner) 984 Camelot Dr S, Salem, Oregon, 97306	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name: Marylynn Varner	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	
Vital Records	
Laptops & Cell Phones Board of Accountancy Files on the O Drive Filemaker Database	

Drive-Away Kits**Essential Functions**

Staff Remote Work Sit (Ostrem)	<i>Alternate Facility</i>
# of Staff:	# of Relocating Staff: 1
First Alternate Location:	Second Alternate Location:
Facility Manager Name:	Facility Manager Email:
Security & Access Controls	
Communications & Information Systems / Cyber Security Measures	
Evacuation Procedures	
Vital Records	
Drive-Away Kits	
Essential Functions	

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

Leadership will establish MOU(s) or pre-arranged contracts with facility manager(s) and other organizations to provide basic support during COOP events, including exercises, if needed.

Joint Facility Support Requirements

Leadership 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 & Update

Leadership 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. Leadership 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 functions under emergency conditions.
- Space Allocation Considerations - 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 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 will be reevaluated annually for suitability and functionality. The annual review of the 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

Annex D: Orders of Succession

Position/Title	Name	1st Successor	2nd Successor	3rd Successor	4th Successor
Executive Director	Martin Pittioni	Shelley Ostrem - Deputy Director	Haley Lyons - Board Chair	Andrew Barlow - Licensing Coordinator	
Board Chair	Haley Lyons	Martin Pittioni - Executive Director	Haley Lyons - Board Chair	Shelley Ostrem - Deputy Director	
Licensing Coordinator	Andrew Barlow	Martin Pittioni - Executive Director	Haley Lyons - Board Chair	Shelley Ostrem - Deputy Director	
Deputy Director	Shelley Ostrem	Andrew Barlow - Licensing Coordinator	Haley Lyons - Board Chair	Jeremiah Leppert - Investigator	

Annex E: Delegations of Authority

Annex F: Alert Notification Procedures

The following should be considered the basic requirements for instituting a call tree across the organization in order to notify by phone, text, SMS, or email or multiple methods clear and consistent messaging regarding [PLANABB] operations and current status.

[ALERT NOTIFICATION]

Key Staff Notification List

Name / Title / Department	Phone Numbers	Email Addresses
Shelley Ostrem <i>Deputy Director</i> Oregon Board of Accountancy	Work Phone: +1 971-458-2793 Home Phone: +1 503-409-3139 Cell Number: +1 503-409-3139 Additional Number: Additional Number:	Email: shelley.ostrem@boa.oregon.gov Personal Email:

Annex G: Vital Records

Filemaker Database

Type: Enterprise System / Database	Quantity:
Description: The OBOA's licensee database was developed and is supported by a third-party vendor. The database is currently hosted on a DAS-IT server. The database houses all of our licensees, firms and applicants as well as their applicant numbers, license numbers, DOB, SSN, EIN, phone numbers, addresses, payments. The majority of our information is stored in this database.	
Primary Facility for Vital Record / Key Resource	
	Format (s):
	Remote Access: Yes
Other Comment(s):	
Point of Contact(s):	

Board of Accountancy Files on the O Drive

Type: Enterprise System / Database	Quantity:
Description: All of the BOA documents are saved on the O Drive for the OBOA. This drive houses all our information including forms submitted by applications, complaints, exam information, licensee information, budget information, Board & Committee information.	
Primary Facility for Vital Record / Key Resource	
	Format (s):
	Remote Access: Yes
Other Comment(s):	
Point of Contact(s):	

Laptops & Cell Phones

Type: Equipment	Quantity:
Description: The OBOA has issued each staff a laptop and a Verizon Cell phone with hotspot capability.	
Primary Facility for Vital Record / Key Resource	
	Format (s):
	Remote Access:
Other Comment(s): 8 Laptops 5 Cell phones	
Point of Contact(s):	

Annex H: Drive-Away Kits

**Remote Work - at
(Storage)**

Type	Name	Notes	Quantit(ies)
Equipment	Laptop, cell phone	(If needed) Dual Monitors, stands, docks, stationary.	7

Annex I: Communications

Communication Method: Email

Priority: High	Type: System	Quantity:
Description:		

Communication Method: Cell Phone

Priority: High	Type: Equipment	Quantity: 5
Description:		

Communication Method: Email - Laptop/Cell Phone

Priority: High	Type: Other	Quantity: 8
Description:		

Communication Method:

Priority:	Type:	Quantity:
Description:		

Annex J: Security & Access Controls

Staff Remote Work Site (Guzman)	<i>Alternate Facility</i>
Security & Access Controls:	
Communications & Information System / Cyber Security:	
Other Measures / Procedures in Place:	

Staff Remote Work Site (Barlow)	<i>Alternate Facility</i>
Security & Access Controls:	
Communications & Information System / Cyber Security:	
Other Measures / Procedures in Place:	

Staff Remote Work Site (Leppert)	<i>Alternate Facility</i>
Security & Access Controls:	
Communications & Information System / Cyber Security:	
Other Measures / Procedures in Place:	

Staff Remote Work Site (Pittioni)	<i>Alternate Facility</i>
Security & Access Controls:	
Communications & Information System / Cyber Security:	
Other Measures / Procedures in Place:	

Staff Remote Work Site (Varner)	<i>Alternate Facility</i>
Security & Access Controls:	
Communications & Information System / Cyber Security:	
Other Measures / Procedures in Place:	

Board of Accountancy Office

Primary Facility

Security & Access Controls:

Communications & Information System / Cyber Security:

Other Measures / Procedures in Place:

Staff Remote Work Site (Guzman)

Alternate Facility

Security & Access Controls:

Communications & Information System / Cyber Security:

Other Measures / Procedures in Place:

Staff Remote Work Site (Barlow)

Alternate Facility

Security & Access Controls:

Communications & Information System / Cyber Security:

Other Measures / Procedures in Place:

Staff Remote Work Site (Leppert)

Alternate Facility

Security & Access Controls:

Communications & Information System / Cyber Security:

Other Measures / Procedures in Place:

Staff Remote Work Site (Pittioni)

Alternate Facility

Security & Access Controls:

Communications & Information System / Cyber Security:

Other Measures / Procedures in Place:

Staff Remote Work Site (Varner)	<i>Alternate Facility</i>
Security & Access Controls:	
Communications & Information System / Cyber Security:	
Other Measures / Procedures in Place:	

Staff Remote Work Sit (Ostrem)	<i>Alternate Facility</i>
Security & Access Controls:	
Communications & Information System / Cyber Security:	
Other Measures / Procedures in Place:	

Annex K: Family Disaster Plan

Family Disaster Planning

The agency understands the importance of personnel preparing their families for disaster events. The information below provides assistance to 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.

FOUR STEPS TO SAFETY

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 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 OBOA personnel.
- Vital 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.

OBOA's prioritized mission-essential functions which must be carried out in its devolution of authority are identified in Annex C of the OBOA 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 Trigger

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 organization(s)
- Location and availability of resources and information needed to transfer critical operations to the devolution organization DAS
- Approach to notify and train (as needed) devolution organization staff
- Prioritization of mission-essential functions necessary to provide Continuity during the devolution process

Once this assessment is complete, the intended devolution organization DAS 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 OBOA's should also be informed on how to access the OBOA COOP information contained within this plan.

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 Executive Director is responsible for identifying devolution triggers and is responsible for deciding when devolution is necessary. The Executive Director is responsible for issuing the Devolution Memorandum and begin actually transferring responsibilities to the devolution organization OBOA.

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 OBOA in carrying out COOP, devolution, and restoration/reconstitution duties.

Resources & Availability

All resources necessary for devolution will be retained in the OBOA COOP and be made available via hardcopy and electronic version. It is highly recommended that all organization members save a PDF copy to their phone for mobile access. 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 DAS will work with the existing OBOA 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 DAS.

Devolution Memorandum(s):

Annex M: TT&E / Plan Maintenance

Event Title: OBOA Staff Training

Event Date: 2024-Oct-24

Event Type: Training

Event Status: Scheduled

Description / Executive Summary:

Event Title: Plan maintenance

Event Date:

Event Type: Plan Maintenance

Event Status:

Description / Executive Summary:

Event Title: 6 month update

Event Date: 2025-Mar-28

Event Type: Plan Maintenance

Event Status: Scheduled

Description / Executive Summary:

Annex N: Facility Evacuation

Staff Remote Work Site (Guzman)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Barlow)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Leppert)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Pittioni)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Varner)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Board of Accountancy Office	<i>Primary Facility</i>
--	-------------------------

Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Guzman)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Barlow)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Leppert)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Pittioni)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Site (Varner)	<i>Alternate Facility</i>
Facility Evacuation:	

Responsibilities:	
Evacuation Procedures:	

Staff Remote Work Sit (Ostrem)	<i>Alternate Facility</i>
Facility Evacuation:	
Responsibilities:	
Evacuation Procedures:	

Annex O: Contacts Roster

Staff Type	Name / Title	Emails / Phone Numbers
Key Staff	Andrew Barlow <i>Licensing Coordinator</i>	Email: andrew.barlow@boa.oregon.gov Personal Email: Work: +1 503-378-4181 Home: +1 503-580-9687 Cell: +1 971-666-9587 Additional: Additional:
Staff	Jeremiah Leppert <i>Investigator</i>	Email: jeremiah.leppert@boa.oregon.gov Personal Email: Work: +1 503-378-5041 Home: Cell: +1 971-666-9619 Additional: Additional:
Key Staff	Martin Pittioni <i>Executive Director</i>	Email: martin.pittioni@boa.oregon.gov Personal Email: Work: +1 503-378-2280 Home: +1 503-547-7575 Cell: +1 503-569-7686 Additional: Additional:
Key Staff	Shelley Ostrem <i>Deputy Director</i>	Email: shelley.ostrem@boa.oregon.gov Personal Email: Work: +1 971-458-2793 Home: +1 503-409-3139 Cell: +1 503-409-3139 Additional: Additional:
Vendor / Other	Roy Jackson <i>Building Coordinator</i>	Email: royj@ggroup.com Personal Email: Work: +1 541-465-1600 Home: Cell: Additional: Additional:

Annex P: Pandemic Planning

Executive Summary

Epidemics, which are outbreaks of a disease that occur within a short period of time and in a defined region, have the potential to significantly affect an organization's operations and the health and safety of personnel and the general public. While many diseases could result in an epidemic, and could lead to a pandemic (an epidemic that occurs on a worldwide scale), this report places particular emphasis on preparedness for outbreaks of influenza that could arise from avian influenza.

This Epidemic/Pandemic Annex has been created to identify key information that organizations should know when confronted with an epidemic. 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 provides guidance on preparing and developing a course of action should an outbreak occur.

Organizations should take the time and opportunity now to develop and implement strategies essential to maintaining functions in times of a pandemic. Organizations should also inform employees and other stakeholders that the organization is actively involved in planning for pandemic preparedness.

Short-term and long-term strategies for maintaining functions during an epidemic, when absenteeism among employees could be as high as 50 percent, will require enhanced Continuity of Operations Plans that include extensive workforce planning to perform mission-essential functions with reduced staff levels. Seven planning elements are provided in Chapter 6 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 has the potential to disrupt operations from months to several years. The public health response to an epidemic will directly affect an organization's personnel and will require strong relationships with other partners, the public, and the leadership of the organization.

Transmission of Disease

From time to time, a pathogen for which the population has little or no immunity evolves or is introduced. If that pathogen is highly communicable or easily transmitted from person to person, and virulent, causing severe illness or death in a significant percentage of persons, a pandemic can infect millions of people and potentially causing destabilizing social disruption.

The United States has not experienced an extensive epidemic since 1918, when the "Spanish flu" pandemic swept the nation and the world. The Spanish flu of 1918 was not a highly virulent pathogen in terms of mortality - only 2.5 percent of those infected died - but it was highly communicable. As a result, a large percentage of the U.S. population fell ill; approximately one-half million Americans died, and during the waves of the pandemic essential public services were threatened.

Communicable diseases can be transmitted to humans in several ways however the ones that carry the potential to affect organizations and their personnel are listed below:

- 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.

Pandemic Influenza

Influenza, also known as the flu, is a disease that attacks the respiratory tract in humans and differs from a viral "cold" in that it usually comes on suddenly and includes fever, headache, tiredness, dry cough, sore throat, nasal congestion, and body aches.

Pandemic Assumptions

The U.S. Department of Health and Human Services has created plans based on the following assumptions about pandemic disease:

- Susceptibility to the pandemic influenza 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 annual fall and winter influenza season, infants and the elderly, persons with chronic illness, and pregnant women are usually at higher risk of complications from influenza infections.
- The typical incubation period for influenza averages two to three days. It is assumed this would be the same for a novel strain transmitted between people by respiratory secretions.

- 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 influenza.
- The seasonality of a pandemic cannot be predicted with certainty. The largest waves in the United States during 20th-century pandemics occurred in fall and winter, though warm weather should not by their definitions be considered a certain terminus to any pathogen.

Potential Impacts

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.

An influenza pandemic could last 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 influenza pandemic that must be considered in strategic planning include the following:

- The fact that 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 health-care system.
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 operation of organizations.

Information Sources for Current Status

WHO - The World Health Organization (WHO) describes six phases of increasing public health risk associated with the emergence of a new influenza virus 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 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>.

The Pandemic Risk Assessment

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 to provide services to its populations.

Implications for the Organization

A challenge for the organizations will be to assist appropriate public health officials in protecting an organization's personnel and the 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 public facilities in which large numbers of persons interact and congregate - could themselves become a spreading center for the disease.

This raises a number of considerations for organizations, including:

- Significant numbers of persons who are necessary to the organization's mission-essential functions (e.g., organization staff, security personnel, IT staff, etc.) may be unavailable because of illness or death, possibly reaching from 30 to 50 percent of the workforce;
- Face-to-face contact between an organization's administrators and staff necessary for performing mission-essential functions may be dramatically limited or unavailable; and
- Facilities, infrastructure, utilities, and services may all be affected by a lack of adequate staffing caused by isolation, quarantine, illness, or death of those persons necessary for maintaining operations.

- Depending on the severity of the epidemic, 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 the 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 organization's facility, or could quarantine or isolate an organization's personnel.

Pandemic Strategies

Unlike other emergency situations, an influenza epidemic could seriously disrupt an organization's operations for an extended period, lasting approximately from months to several years. Therefore, both short-term and long-term strategies are necessary to manage the potential extent and duration of the impact.

Each organization's Continuity of Operations Plan (COOP) should address the basic response to any disaster or emergency situation. Organizations lacking a Continuity of Operations Plan or having an incomplete Continuity of Operations Plan are encouraged to begin the plan development process immediately.

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

Short-Term Strategy

In the first 90 days of activation, each organization should have the capacity to perform all mission-essential functions as defined in the organization's COOP.

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. It is likely that an organization and its staff will be significantly affected by illness or even death.

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

Long-Term Strategy

Within 90 days of COOP activation, organizations should have the capacity to perform all mission-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 or even death.

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

- Operations may be significantly impacted for months to several years.
- 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 has the capacity to perform its mission-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 has the capacity to perform other mission-essential functions as best it can.

Post-Event Recovery

Recovery from an epidemic 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 on 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 of Operations Plans as well as other emergency response plans, as appropriate.

Mission-Essential Functions

The agency has already identified its own detailed list of mission essential functions. With the unique impact that a pandemic presents, the agency is continuing to further identify those key processes and identify those specific functions that pose significant risk for infection (e.g., extensive public interaction, cash management).

All of the Mission Essential Functions are detailed and prioritized. Please refer to Annex C for the complete report.

Mission-Essential Functions

The agency has already identified its own detailed list of mission essential functions. With the unique impact that a pandemic presents, the agency is continuing to further identify those key processes and identify those specific functions that pose significant risk for infection (e.g., extensive public interaction, cash management).

All of the Mission Essential Functions are detailed and prioritized. Please refer to Annex C for the complete report.

Workforce Planning

Because a pandemic may not spread evenly through the employee population, the agency is working to create a skills inventory for

those positions that are essential to continuing their mission-critical functions. The agency 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 to 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, the agency is paying particular attention to those positions for which cross-training is not feasible, such as those that require specialized training or qualifications. The agency is considering contingency plans should the personnel in those positions be unavailable. This includes identifying, in advance, possible sources for temporary replacement personnel.

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.

Pandemic Action Items

Pandemic Planning Responsibilities

Effective advance planning is essential for the ability to respond quickly to the outbreak of a pandemic. Below are planning elements that are being addressed. The individuals responsible for these roles and responsibilities constitute the Pandemic Team which will coordinate and overlap with the organization's teams.

The HHS Pandemic Influenza 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 Pandemic Team includes a cross-section of employees, rather than executive leadership exclusively. In the event that some or all of the executive team falls ill, the 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, the agency is working to include other partners, as a way of alerting them to organization's plan and soliciting their input. Assuming the organization remain operational, it is essential that key partners 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.

State, Local, Private Sector Relationships

- Establish contact with local public health officials for coordination with local 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.

Legal Preparedness

Ensure that the organization's leadership is aware of any existing laws, ordinances, and/or authorities of health officials.

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 pandemic circumstances.
- Communicate regularly with employees regarding current status and expectations.
- Communicate regularly with any operational partners that factor into the organization's mission-essential operations for the distribution of event information and current status.
- Develop multiple channels and methods for disseminating information.
- Develop a Public Information Officer (PIO) capability for disseminating information to the public in an official manner.
- Communicate with Emergency Management regarding any incidents or developments related to pandemics.

Human Resources 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 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 a policy for vaccines and antivirals for staff including priorities and distribution methods.
- Develop crisis support or employee assistance programs.
- Develop plans for alternate work schedules where applicable.
- Develop policies for social distancing.
- Determine the effects of union contracts on emergency Human Resource policy development.

Employee Education & Safety

- Assure staff that their health, safety, and well-being are a top priority during a pandemic.
- Develop an employee education and safety program and ensure that training is available to all appropriate staff.
- Instruct staff about Human Resource policies related to the pandemic or similar illnesses.
- Instruct staff about proper health and hygiene habits for 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.

Facility Maintenance

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

Technology Preparedness

- Identify technologies required for performing mission-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 Continuity of Operations Planning efforts.
Review IT staffing levels and develop clear succession lines for key technical skills.
- Research options for telecommuting for key staff including hardware, software and security requirements.
- Research options for videoconferencing and teleconferencing.
- Research options for the increased use of Internet and telephone communications.

Pandemic Team

Plan Maintenance & Testing

The agency is committed to this overall process and has an on-going 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.

Appendix

Annex Q: Risk Assessment

Wildfire (Natural Risk)		Risk Rating: 2.4 - Moderate	
Probability: <i>Intermittent</i>	Magnitude / Severity: <i>Limited</i>	Warning Time: <i>Less than 6 Hours</i>	Duration: <i>Less than 1 Week</i>
Risk Description		Risk Impact	
A Wildfire could result in losing power or loss in a home office. This would create a break in continuity. Work with DAS and find a building available that has not lost power that we can move to.		Loss of Laptops & work cells phones. Breakdown in communication. Loss of access to OBOA files and Database.	

Power / Telecom Loss (Technological)		Risk Rating: 2.8 - Moderate	
Probability: <i>Highly Likely</i>	Magnitude / Severity: <i>Negligible</i>	Warning Time: <i>Less than 6 Hours</i>	Duration: <i>Less than 6 Hours</i>
Risk Description		Risk Impact	
Power loss would force staff to use hotspot internet on cell phones. Office phone system and internet would be disabled.		Inability to communicate effectively with the public through office phones.	

Cell Phone Carrier Outage (Technological)		Risk Rating: 2.45 - Moderate	
Probability: <i>Likely</i>	Magnitude / Severity: <i>Negligible</i>	Warning Time: <i>Less than 6 Hours</i>	Duration: <i>Less than 1 Day</i>
Risk Description		Risk Impact	
Loss of back up Communication method and laptop hotspot access.		May force staff remoting to use personal home internet with DAS VPN.	

Earthquake (Natural Risk)		Risk Rating: 2.65 - Moderate	
Probability: <i>Unlikely</i>	Magnitude / Severity: <i>Catastrophic</i>	Warning Time: <i>Less than 6 Hours</i>	Duration: <i>More than 1 Week</i>
Risk Description		Risk Impact	
Breakdown of all communication methods and infrastructure.		Possible shutdown of all services.	

Break-in / Theft (Man-Made Risk)		Risk Rating: 2.55 - Moderate	
Probability: <i>Likely</i>	Magnitude / Severity: <i>Negligible</i>	Warning Time: <i>Less than 6 Hours</i>	Duration: <i>Less than 1 Week</i>
Risk Description		Risk Impact	
Break-in & theft of OBOA office laptops & equipment.		Loss of access to computers and data for effected staff.	

Annex R: Risk-Specific Action List

Identify Risk Event	Phase	Action	Attachments
Wildfire - Moderate	Mitigation		
Identify Risk Event	Phase	Action	Attachments

Appendices