CONTINUITY OF GOVERNMENT (COG)

CITY OF TIGARD

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DISTRIBUTION

This document shall be distributed to the City of Tigard Human Resources Division and all leadership positions of organizations within City of Tigard as changes or updates to this plan occur.

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This document is to be used to implement the Continuity of Government Plan and directs the notifications and actions of personnel in response to an emergency or continuity event affecting City of Tigard. Unauthorized use of this information may constitute an invasion of privacy.

PROMULGATION STATEMENT

Transmitted herewith is the Continuity of Government (COG) Plan for City of Tigard. It provides a framework in which City of Tigard, along with its officials, departments, agencies, and other entities, can plan and perform their respective essential functions during a disruption, disaster or national emergency.

This Continuity of Government Plan was prepared in accordance with direction from Presidential Decision Directive 67, Federal Continuity Directive 1, Federal Continuity Directive 2, and Continuity Guidance Circular 1. It is in accordance with other existing Federal, State, and local statutes and understanding of the various departments involved. There is no other previous COG Plan and it has been reviewed and approved by the city manager of Tigard.

Staff will bring the COG Plan back to council every five years or as needed for review and approval. In the interim, staff is asking the council to give the city manager, executive staff and the emergency services coordinator the authority to make routine housekeeping maintenance changes to the plan. This authority will be included as part of the consideration of executing the document. Recipients are requested to advise the City of Tigard Executive Team of any changes which might result in its improvement or increase in its usefulness.

APPROVED: _____John L Cook_____   **DATE:** ____7/18/13_____

John L. Cook, City of Tigard Mayor

EXECUTIVE SUMMARY

City of Tigard recognizes that there are natural, man-made and terrorist threats that can impact the ability to perform essential functions that serve government organizations, citizens and private business. While the majority of these incidents cannot be prevented, many can be mitigated to reduce the impact through preventive measures to protect government assets or to rapidly recover from incidents in an organized and coordinated manner.

The key purpose of Continuity of Government (COG) planning is to reduce the consequences of a disaster to acceptable levels and to ensure that City of Tigard has sufficient resources and planning alternatives to continue its essential operations. Although when and how a disaster will occur is not known, the fact that future disasters will happen is certain. How well (or poorly) the COG plan is designed and implemented will determine the response, recovery, resumption, and restoration capabilities of City of Tigard.

The City of Tigard Continuity of Government plan, also referred to as "COG" is a strategic planning effort that helps ensure that City of Tigard has sufficient resources and planning alternatives to continue its essential operations should facilities and personnel be affected by any adverse event such as fire, severe storm, power disturbance/interruption or an emergency or disaster due to terrorism, natural or technological hazard.

The Continuity of Government plan serves as the coordination point for the recovery of essential functions for City of Tigard. While each individual organization within City of Tigard develops an individual Continuity of Operations Plan (COOP) to address the functions at the organizational level, many resources required by these organizations will be organized, prioritized and coordinated by the Executive Team level of City of Tigard. This plan serves to coordinate the decision making process and those key resources for City of Tigard.

Note: The generic term "organization" is used to refer to all entities of County and City government. When a specific department, organization, office, board, or commission is tasked within the Continuity of Government plan, its official title will be used.

COOP vs. COG

Continuity of Operations Planning (COOP)

Continuity of Operations planning is a planning strategy created within individual organizations to ensure their ability to continue the performance of their essential functions during a wide range of potential disruptions. Essentially, it is the capability of maintaining the core operations and essential functions of their organization under all eventualities. This is accomplished through the development of plans, procedures, and provisions for leadership succession, essential functions, alternative facilities, personnel, resources, interoperable communications, and vital records/databases. Within City of Tigard, there are 9 distinct Continuity of Operations plans that have been developed as an overall framework for the establishment of Continuity of Government. Each of these 9 plans is unique in nature specific to the organizations structure and operations, and has been tailored to address the following key elements of their continuity planning requirements:

- Essential Functions (Ranked by Priority)
- Vital Records / Vital Resources
- Orders of Succession
- Delegations of Authority
- Alternate Facilities
- COOP Teams and Responsibilities
- Communications
- Alert Notification
- Testing, Training, and Exercises

Continuity of Government Planning (COG)

This Continuity of Government Plan for City of Tigard is the summation of the most critical and major elements of each of the 9 Continuity of Operations Plans highlighted above. As such, this Continuity of Government plan supports a higher level of planning which serves as the framework for the preservation, maintenance, or reconstitution of the institution of the overall City of Tigard government. Through the coordination of these 9 individual continuity planning strategies and elements within City of Tigard, the Executive Team has better visibility to develop a unified and cohesive Continuity of Government Plan that results in the ability to carry out essential functions and operational responsibilities of City of Tigard.
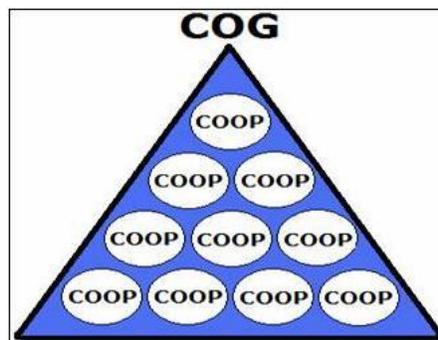

Illustration of Individual COOP's Combining to Make Overall COG

Provided below is a list of organizations within City of Tigard that have developed Continuity of Operations plans as part of this ongoing Continuity of Government initiative. Participating organizations are listed alphabetically by name:

- Administrative Services
- City Management
- City of Tigard Human Resources Division
- City of Tigard Police Department
- City of Tigard Public Works Department
- Community Development Department
- Financial and Information Services
- Risk Management
- Tigard Public Library

PLANNING ASSUMPTIONS

The Continuity of Government plan assumes that all City of Tigard organizations have Continuity plans in place for their organizations and locations necessary to maintain or recover essential functions. Organizations are expected to understand their space allocation needs and communicate that to the proper continuity team when they don't have the ability to organize their own alternate site plan.

This plan assumes that City of Tigard in coordination with the City of Tigard Human Resources Division will form specific Continuity Teams designed to address the situation and meet the needs and requirements of City of Tigard during continuity events. At a minimum, these Continuity Teams will consist of leadership, management, and key decision makers within City of Tigard who are thereby responsible for implementing the Continuity of Government plan and its actions as required.

The assumptions listed below serve as a scope of an incident that could occur and what other situations may exist that will need to be considered in the recovery of essential functions:

- An incident or operational disruption has occurred within City of Tigard which impacts the ability to perform or deliver of one or more organization's essential functions.

- Whatever the incident, the consequences can be summarized to manageable situations that City of Tigard, its organizations, and their private partners can manage.

- One or more City of Tigard organizations are becoming overwhelmed in their ability to recover from the incident independently.

- Services provided by private enterprise, local government(s) and/or the federal government may be impacted.

- Power, fuel, water, food, medical, power and telecommunications sources and supply chains may be impacted.

CONTINUITY TEAMS

The activation and implementation of the Continuity of Government plan is performed in conjunction with the details of the City of Tigard Emergency Operations Plan (EOP). Policy Support and executive leadership is a vital part of any response and the EOP guidelines for Policy Support sets forth the roles and responsibilities as part of the overall Incident Command

System (ICS). For the City of Tigard, the Continuity Teams and its members act as the primary decision-makers for Policy Support during the activation of the COG and for addressing the requirements regarding all COG issues.

In order for City of Tigard to successfully manage and execute the actions contained within this Continuity of Government Plan, it is necessary to develop specific Continuity Teams which will have the responsibility in their various areas to oversee the design, strategy, and ongoing development and coordination of the Continuity of Government Plan as a whole. In addition, Continuity Team members will serve a significant role in the response and decision making process of the Continuity of Government plan when disruptions occur. The following are Continuity Teams developed specifically for City of Tigard:

In preparation of potential continuity events, Legal Action / Declaration Team members are responsible for reviewing minutes and/or attending continuity meetings as scheduled, keeping the Legal Action/Declaration Team Chief apprised of continuity matters, developing notification cascades for all Legal Action/Declaration Team members, and participating in continuity trainings and exercises.

During a continuity event, members of the Legal Action/Declaration Team are responsible for reporting in to their Legal Action/Declaration Team Chief, reporting to their designated locations to await further instructions (In many cases, this may be their home residence), and providing support to the City Management Division as requested.

Legal Action/Declaration Team Members - City of Tigard

Team Member	Team Responsibility/Role
Marty Wine - City Manager City Management Administration Work: 503-718-2486 Work Email: Marty@tigard-or.gov	In preparation of potential continuity events, Legal Action/Declaration Team Chief is responsible for reviewing minutes and/or attending continuity meetings as scheduled, keeping the Legal Action/Declaration Team members apprised of continuity matters, developing notification cascades for all Legal Action/Declaration Team members, and participating in continuity trainings and exercises. During a continuity event, the Legal Action/Declaration Team Chief is responsible for contacting and coordinating with the Legal Action/Declaration Team members for reporting to their designated locations to await further instructions (In many cases, this may be their home residence), and providing support to the City Management Division as requested.

Team Member	Team Responsibility/Role
John Cook - City Mayor City Management City Council Work Email: MayorCook@Tigard-or.gov	In preparation of potential continuity events, Legal Action / Declaration Team members are responsible for reviewing minutes and/or attending continuity meetings as scheduled. During a continuity event, responsible for reporting in to their Legal Action/Declaration Team Chief, reporting to their designated locations to await further instructions (In many cases, this may be their home residence), and providing support to the City Management Division as requested.
Gretchen Buehner - Councilor City Management City Council Work Email: Gretchen@tigard-or.gov	In preparation of potential continuity events, Legal Action / Declaration Team members are responsible for reviewing minutes and/or attending continuity meetings as scheduled. During a continuity event, responsible for reporting in to their Legal Action/Declaration Team Chief, reporting to their designated locations to await further instructions (In many cases, this may be their home residence), and providing support to the City Management Division as requested.
Marc Woodard - Councilor City Management City Council Work Email: marc@tigard-or.gov	In preparation of potential continuity events, Legal Action / Declaration Team members are responsible for reviewing minutes and/or attending continuity meetings as scheduled. During a continuity event, responsible for reporting in to their Legal Action/Declaration Team Chief, reporting to their designated locations to await further instructions (In many cases, this may be their home residence), and providing support to the City Management Division as requested.
Marland Henderson - Council President City Management City Council Work Email: Marland@tigard-or.gov	In preparation of potential continuity events, Legal Action / Declaration Team members are responsible for reviewing minutes and/or attending continuity meetings as scheduled. During a continuity event, responsible for reporting in to their Legal Action/Declaration Team Chief, reporting to their designated locations to await further instructions (In many cases, this may be their home residence), and providing support to the City Management Division as requested.

Team Member	Team Responsibility/Role
Jason Snider - Councilor City Management City Council Work Email: jason@tigard-or.gov	In preparation of potential continuity events, Legal Action / Declaration Team members are responsible for reviewing minutes and/or attending continuity meetings as scheduled. During a continuity event, responsible for reporting in to their Legal Action/Declaration Team Chief, reporting to their designated locations to await further instructions (In many cases, this may be their home residence), and providing support to the City Management Division as requested.

The infrastructure assessment process consists of a series of activities designed to determine the extent, severity, and financial impacts of damage. The process facilitates effective use of life safety resources, provides a basis for seeking county, state and federal assistance, and ensures appropriate decisions are made regarding the structural safety of buildings, roads, and bridges throughout the county. Drive-by "windshield surveys" of critical facilities are conducted immediately following an instantaneous event such as an earthquake, tornado, or flash flood. The surveys allow dispatchers and other officials to make best use of limited public safety resources. Critical facilities are pre-identified and survey responsibilities are assigned to patrol and operational districts throughout the city. (See Appendix 1 to this Annex for detailed critical facility assessment procedures).

Financial damage assessments (IDA and PDA) are critical elements of the federal disaster declaration process. Estimating the financial losses sustained by government, business, and the public provides a basis for seeking access to federal disaster assistance programs and funds. County government is the focal point for compiling financial information and is the conduit for passing that information to the State. Select city staff will form damage assessment teams to inspect and estimate damages to city infrastructure, businesses, non-profits, and private residences. City staff will also coordinate the citywide financial damage assessment process by gathering loss estimates from all reporting sources in the city, completing the IDA form and submitting to the county.

Safety focused inspections of buildings, roads, and bridges are another critical piece of the damage assessment process. Damaged city infrastructure must be inspected following a disaster to ascertain if it is safe for use or re-occupancy.

First priority is given to buildings, roads, and bridges that are critical to response and recovery efforts and those facilities that are essential to the continuity of government and other public services. Building inspections are performed by the established city IDA teams and road and bridge inspections are conducted by representatives from state, regional, county, and city transportation agencies.

Tigard Infrastructure Assessment team Members - City of Tigard

Team Member	Team Responsibility/Role
John Goodrich - Utility Division Manager Public Works Water Division Work: 503-718-2609 Work Email: johng@tigard-or.gov	Drive-by "windshield surveys" of critical facilities are conducted immediately following an instantaneous event such as an earthquake, tornado, or flash flood. The surveys allow dispatchers and other officials to make best use of limited public safety resources. Critical facilities are pre-identified and survey responsibilities are assigned to patrol and operational districts throughout the city. (See Appendix 1 to this Annex for detailed critical facility assessment procedures).
Mark VanDomelen - City Building Official Community Development Building Work: 503-718-2448 Work Email: Markv@tigard-or.gov	Drive-by "windshield surveys" of critical facilities are conducted immediately following an instantaneous event such as an earthquake, tornado, or flash flood. The surveys allow dispatchers and other officials to make best use of limited public safety resources. Critical facilities are pre-identified and survey responsibilities are assigned to patrol and operational districts throughout the city. (See Appendix 1 to this Annex for detailed critical facility assessment procedures).

Team Member	Team Responsibility/Role
Michael Stone - City Engineer Public Works Engineer Division Work: 503-718-2759 Work Email: MStone@tigard-or.gov	The infrastructure assessment process consists of a series of activities designed to determine the extent, severity, and financial impacts of damage. The process facilitates effective use of life safety resources, provides a basis for seeking county, state and federal assistance, and ensures appropriate decisions are made regarding the structural safety of buildings, roads, and bridges throughout the county.
Brian Rager - Director Public Works Administration Work: 503-718-2471 Work Email: BrianR@tigard-or.gov	First priority is given to buildings, roads, and bridges that are critical to response and recovery efforts and those facilities that are essential to the continuity of government and other public services. Building inspections are performed by the established city IDA teams and road and bridge inspections are conducted by representatives from state, regional, county, and city transportation agencies.
Mike Lueck - Emergency Services Coordinator Public Works Administration Work: 503-718-2593 Work Email: mikel@tigard-or.gov	County government is the focal point for compiling financial information and is the conduit for passing that information to the State. Select city staff will form damage assessment teams to inspect and estimate damages to city infrastructure, businesses, non-profits, and private residences. City staff will also coordinate the citywide financial damage assessment process by gathering loss estimates from all reporting sources in the city, completing the IDA form and submitting to the county.
Michelle Wright - Business Manager Public Works Administration Work: 503-718-2445 Work Email: michellew@tigard-or.gov	Financial damage assessments (IDA and PDA) are critical elements of the federal disaster declaration process. Estimating the financial losses sustained by government, business, and the public provides a basis for seeking access to federal disaster assistance programs and funds.

Tigard Planning Team Members - City of Tigard

Team Member	Team Responsibility/Role
Liz Newton - Assistant City Manager City Management Administration Work: 503-718-2412 Work Email: LIZ@tigard-or.gov	Responsible for identifying and managing team members, scheduling and conducting Planning Team meetings on a regular basis (recommended every 6 months).
Tom McGuire – Assistant CD Director Community Development Community Planning Work: 503-718-2490 Work Email: TomM@tigard-or.gov	Responsible for the on-going maintenance of the plan over time.
Mike Lueck - Emergency Services Coordinator Public Works Administration Work: 503-718-2593 Work Email: mikel@tigard-or.gov	Serves as the Planning Team Chief and is the primary point of contact for all continuity planning issues. Responsible for oversight for developing department/division/sections of the draft version of the plan. Responsible for the official review and formal approval of the finalized plan.
Dana Bennett - Human Resource Director City Management Human Resources Work: 503-718-2453 Work Email: danab@tigard-or.gov	Responsible for the on-going maintenance of the plan over time.
Loreen Mills - Assistant to the City Manager City Management Risk Management Work: 503-718-2417 Work Email: loreen@tigard-or.gov	Responsible for the on-going maintenance of the plan over time.
Toby LaFrance - Financial and Information Services Director Financial and Information Services Administration Work: 503-718-2406 Work Email: toby@tigard-or.gov	Responsible for the on-going maintenance of the plan over time.
Nick Nissen - Facilities Services Supervisor Public Works Facilities Services and Fleet Division Work: 503-718-2605 Work Email: ngn@tigard-or.gov	Responsible for the on-going maintenance of the plan over time.
Jim de Sully - Assistant Police Chief Police Administration Work: 503-718-2568 Work Email: jdesully@tigard-or.gov	Responsible for the on-going maintenance of the plan over time.

Tigard Relocation Team Members - City of Tigard

Team Member	Team Responsibility/Role
Debbie Smith-Wagar - Assistant Finance/Information Technology Director Financial and Information Services Financial Operations Work: 503-718-2493 Work Email: debbies@tigard-or.gov	Responsible for coordinating and managing financial related issues during continuity events including purchases, petty cash and reimbursements.
Steve Martin - Parks and Facility Manager Public Works Parks and Facilities Division Work: 503-718-2583 Work Email: SteveM@tigard-or.gov	During a continuity event, members of the Relocation Team are responsible for relocating to the designated Alternate Facility in a timely manner and re-establishing and recovering the operations of the organization's essential functions as identified in Annex C. Serves as the Relocation Team Chief and is responsible for deciding if and when to relocate operations to an alternate facility. Serves as the primary point of contact for Facility Management; duties could include assistance in selecting alternate facilities and coordinating relocation efforts of furniture, office equipment, and IT related requirements. Serves as the primary point of contact for Information Technology; duties include managing IT resources and coordinating IT related requirements such as acquiring and installing: computers, telephones, internet/intranet connectivity, etc.
Louis Sears - Information Technical Services Manager Financial and Information Services Information Services Work: 503-718-2403 Work Email: louis@tigard-or.gov	Serves as the primary point of contact for Information Technology; duties include managing IT resources and coordinating IT related requirements such as acquiring and installing: computers, telephones, internet/intranet connectivity, etc.
John Goodrich - Assistant Director Public Works Administration Work: 503-718-2609 Work Email: JohnG@tigard-or.gov	In preparation of potential continuity events, Relocation Team members are responsible for attending continuity meetings as scheduled, keeping the Relocation Team Chief apprised of continuity matters, reviewing and updating organization's essential functions annually, developing notification cascades for key staff and/or division personnel, participating in continuity training and exercises, and developing a plan and methodology for off-site storage of data to include vital records and databases.

Tigard Support Team Members - City of Tigard

Team Member	Team Responsibility/Role
Paul Izatt - GIS Technician Public Works Administration Work: 503-718-2589 Work Email: PaulI@tigard-or.gov	Responsible for managing the communication efforts to staff regarding current status of the situation.
Steve Martin - Parks and Facility Manager Public Works Parks and Facilities Division Work: 503-718-2583 Work Email: SteveM@tigard-or.gov	Responsible for managing the staffing levels and successful completion of essential functions at the alternate facility.
Ken Richards - Senior Building Technician Public Works Facilities Services and Fleet Division Work: 503-718-2608 Work Email: KenR@tigard-or.gov	Following notification that a relocation of a facility has been ordered or is in progress, The Site Support Team Leader (SSTL) shall alert and notify the appropriate alternate site manager. Together, the Public Works (PW) Director, the SSTL, and the alternate site manager will implement the PW COOP Alternate Site-Support Procedures and prepare for the initiation of the COOP and to receive the essential personnel within six hours and be fully functional within 24 hours.

In preparation of pandemic events, Pandemic Team members are responsible for attending team meetings and updating the Pandemic Annex on an annual basis. At a minimum, the team should review and address any pandemic related elements that might affect their organization during an event. Elements to consider might include: reviewing human resource policies and sick leave policies, establishing a method of communication with key staff and personnel, coordinating with local/state pandemic planning efforts, educating and training personnel on the effects of pandemics and their personal safety. The Pandemic Team's ultimate responsibility is to improve the organization's ability to prepare, respond, and sustain the long-term effects of a pandemic event.

Pandemic Team Members - City of Tigard

Team Member	Team Responsibility/Role
Louis Sears - Information Technical Services Manager Financial and Information Services Information Services Work: 503-718-2403 Work Email: louis@tigard-or.gov	Identify technologies required for performing essential functions and review the associated disaster recovery plans. Identify the supporting agency for each system (in-house, city/county, third party, etc.) and contact them to discuss continuity 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.

Team Member	Team Responsibility/Role
Liz Newton - Assistant City Manager City Management Administration Work: 503-718-2412 Work Email: LIZ@tigard-or.gov	Ensure that the organization's leadership is aware of any existing laws, ordinances, and/or authorities of health officials. 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 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 health and emergency officials regarding any incidents or developments related to pandemics. 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.

Team Member	Team Responsibility/Role
Loreen Mills - Assistant to the City Manager City Management Risk Management Work: 503-718-2417 Work Email: loreen@tigard-or.gov	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. Ensure that the organization's leadership is aware of any existing laws, ordinances, and/or authorities of health officials. 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.
Nick Nissen - Facilities Services Supervisor Public Works Facilities Services and Fleet Division Work: 503-718-2605 Work Email: ngn@tigard-or.gov	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.

Team Member	Team Responsibility/Role
Dana Bennett - Human Resource Director City Management Human Resources Work: 503-718-2453 Work Email: danab@tigard-or.gov	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.

The Executive Team consists of the highest ranking officials and key decision makers within an organization. This team is designed to create an overarching decision and policy making group which plans, assesses, and coordinates the response to events that disrupt continuity of an organization's operations. Members selected to serve on the Executive Team should have the capacity to represent their respective area of expertise and make sound recommendations which serve in the best interest of the organization and its overall operations. At a minimum, the Executive Team should be comprised of key representatives from the following types of positions and organizations: Executive Management, Safety/Security, Facilities Management, Finance, Human Resources, and Information Technology. It is highly recommended that Executive Team members review and have a clear understanding of the vital elements contained within the various continuity plans for their organization. It is also recommended that the Executive Team conduct planning meetings every six months to discuss and update the Continuity Plan.

Executive Team Members - City of Tigard

Team Member	Team Responsibility/Role
Louis Sears - Information Technical Services Manager Financial and Information Services Information Services Work: 503-718-2403 Work Email: louis@tigard-or.gov	(IT) Serves as the primary point of contact for all IT issues including system availability, disaster recovery, telephones, and communications. Will identify all vital records and systems and provide details regarding back-ups, redundancy, and Disaster Recovery (DR) planning. Review all departmental IT requirements for essential functions. Provide on-site support for IT related issues during disruptions or relocations.
Marty Wine - City Manager City Management Administration Work: 503-718-2486 Work Email: Marty@tigard-or.gov	(Executive) Provide a letter of executive management support for the planning effort. Allocate departmental resources for training, plan development, and exercising. Approve the final Business Continuity Plan / Continuity of Business plan.
Dana Bennett - Human Resource Director City Management Human Resources Work: 503-718-2453 Work Email: danab@tigard-or.gov	(HR) Serves as the primary point of contact for all HR issues including personnel contact information, HR policies and procedures, and staff training. Will provide current contact information for all key staff involved in the project. Coordinate all HR policies related to continuity planning and pandemic situations. Assist with all staffing issues caused by a pandemic or other disruption.
Steve Martin - Parks and Facility Manager Public Works Parks and Facilities Division Work: 503-718-2583 Work Email: SteveM@tigard-or.gov	(Facilities) Serves as the primary point of contact for all facility issues including security, maintenance, damages, and relocation alternatives. Will identify all building and facilities to be covered by the Business Continuity Plan. Provide information about security, access, and evacuation procedures. Assist all departments with alternate facilities options and priorities.

Team Member	Team Responsibility/Role
Mike Lueck - Emergency Services Coordinator Public Works Administration Work: 503-718-2593 Work Email: mikel@tigard-or.gov	(Project Manager) Will identify all team members and schedule all planning efforts. Manage the collection of data for the Business Continuity Plan (BCP) / Continuity of Business Plan (COB).

OBJECTIVES

The City of Tigard COG is designed to address and accomplish the following objectives:

- Ensure uninterrupted command, control, and leadership of City of Tigard.

- Protect critical facilities, systems, equipment and records.

- Become operational within three (3) business days (or sooner) and maintaining capability for up to 30 days (or until primary facility is restored to full operation).

- Resume technology operations and support for time-sensitive business operations in the event existing technology processing has been rendered inoperable.

- Reduce the operational effects of a disaster on time-sensitive business operations through a set of pre-defined and flexible procedures to be used in directing recovery operations.

- Resume production processing of the most time-sensitive computer systems, network services and applications within three (3) business days (or sooner) following the disruptive event.

- Provide a proper work environment for displaced staff while their facilities and their contents are being restored.

- Resume and maintain adequate service levels to residents and businesses of City of Tigard.

SCOPE

This plan includes a comprehensive list identifying the time-sensitive and less time-sensitive essential functions, automated technology, and support areas for City of Tigard. This plan will be activated in the event any primary facility or a portion of a primary facility is involved in an emergency involving a disruption of operations for three (3) days or more or is declared unusable for normal operations.

This plan addresses resumption and recovery in any emergency or disaster situation. It does not address building emergency and evacuation procedures or on-site resumption and recovery procedures which are addressed in each organizations individual Continuity of Operations plan. Actions related to the physical restoration process, in terms of primary site restoration, recovery de-activation, migration and reestablishment of normal operations, termination/shutdown of recovery operations at alternate sites, integration of supporting activities with other departments to ensure essential functions can be performed, and post-recovery operations are also addressed in each organization's COOP.

This plan is based on the formal approval of the City Manager of those critical business

functions and associated support functions identified as time-sensitive. A list of essential functions and services provided by each organization of City of Tigard has been arranged in order of priority is documented in their respective COOP's and identifies the essential functions operations, vital records and resources, and periods of time for which and after which disruptions could result in significant losses to City of Tigard.

Each summary contained within the City of Tigard COG shall include:

- The line of succession for their organization, with a minimum of three alternates.

- A minimum of two (2) points-of-contact for their organization, including the leadership of the organizations and a designated Continuity Coordinator.

- A list of all essential functions of the organization, arranged in order of priority of those critical functions essential to the mission of the organization's operations.

- A list of Vital Records and Vital resources used by each organization within City of Tigard, including documentation of the protection, duplication and movement of these items.

- A specified Alternate Facility location identified for each Primary Facility where an organization operates.

Additionally, this document serves as a starting point for the recovery of City of Tigard government operations. Included in this document is a list of all participating City of Tigard organizations, Department Heads, Continuity Planning Chiefs and their contact information. These people are responsible for developing, maintaining and implementing their own organizational level continuity plans with the assistance of the City of Tigard Human Resources Division.

While all plans can be overwhelmed by the events presented, this plan attempts to address to consequences of an unknown incident by taking into account the needs of the citizens, businesses, and City of Tigard organizations, and how those needs could be met in an impacted environment. The goal is to perform as much pre-work in the form of coordination, prioritization, alternate work methods, or any other means necessary so that during an incident, focus can be on resolving issues instead of making decisions that could have been resolved in advance.

PHASE I: ACTIVATION OF CONTINUITY OF GOVERNMENT PLAN

This plan serves as a coordination document of the resources available to City of Tigard in a time of disruption or crisis.

Analysis of the situation is important with as many verifiable facts as possible. Status of facilities and/or the functions impacted is the outcome of the analysis along with any time frames for recovery that the incident will allow.

Once a decision has been made to activate the City of Tigard Continuity of Government plan, the City Manager will execute the plan and coordinate with the appropriate Continuity Teams. Each City of Tigard organization will then be contacted to activate their COOP at the direction of the City Manager.

In the event of limited resources, allocation of resources will be made by the City Manager or their designee. Each organization in City of Tigard has designated a specific individual to serve as their organization's Continuity Coordinator to communicate directly with their internal

leadership and provide information and requirements to the City Manager on continuity of operations planning.

The support of organizations that perform the most essential functions will be prioritized and become the focal point at that time. Relocation of staff, resources and functions are coordination activities that will need to be considered as well as the availability of any private sector supplies or services such power, water, telecommunications, and fuel. All participating organizations of City of Tigard have identified essential functions as part of their continuity planning efforts. With these lists which identify each organization's essential functions, the City of Tigard has the ability to broadly view the overall framework of functions and prioritize them based on specific criteria; including life/safety, financial, public perception, and recovery time requirements. While this is an objective measure of the priority, subjective decisions can be made based on this priority as to a potentially different order of restoration should occur. It is also not expected that in any one incident that all functions are impacted to the point of requiring restoration. This prioritized list would then be used to identify the functions impacted, what the recovery time would be, and what alternative arrangements are going to be put in place so that a clear and concise communication can be made to the media and public as to the functions impacted.

PHASE II: ALTERNATE FACILITY AND CONTINUITY OF OPERATIONS

This section speaks to how City of Tigard will conduct its functions during a Continuity Plan activation scenario.

Each City of Tigard organization shall activate its COOP and understand its place in the priority of City of Tigard functions.

Activation of the plan shall consider life/safety aspects first and that response to the incident may take a higher priority than the restoration of services, particularly when organization staff members have homes and families impacted by the incident.

Any resource, facility or staff shortages shall be reported to the City Manager or their designee.

PHASE III: RECONSTITUTION / RETURN TO NORMAL OPERATIONS

During Prevention, the primary responsibilities of City of Tigard organizations include:

- Plan to protect employees.

- Plan for the protection and duplication of Vital Records and Vital Resources.

- Plan for the efficient resumption of mission essential functions.

- Plan for and identify potential alternate operating sites.

- Plan to support and communicate with the City Manager and designated Continuity Teams.

- Plan to streamline the reporting of resumption and recovery progress to the City Manager.

- Provide and maintain a current Continuity of Operations Plan.

- Review and re-approve Continuity of Operations Plan annually.

During Response, the primary responsibilities of City of Tigard organizations include:

- Establish an immediate and controlled presence for response.

- Conduct a preliminary assessment of incident impact, known injuries, extent of damage, and disruption to the organizations operations and essential functions.

- Determine if and/or when access to the affected facilities will be allowed.

- Provide the City Manager with the facts necessary to make informed decisions regarding subsequent resumption and recovery activity.

During Resumption, the primary responsibilities of City of Tigard organizations include:

- Monitor and report progress of the resumption operations.

- Notify and appraise the City Manager of the situation.

- Mobilize and activate the personnel necessary to facilitate the resumption process.

- Notify employees, vendors and other internal and external individuals and organizations.

During Recovery, the primary responsibilities of City of Tigard organizations include:

- Prepare for and/or implement procedures to facilitate and support the recovery of less time sensitive operations.

- Mobilize additional personnel and support organizations as required.

- Maintain an information flow regarding the status of recovery operations among employees, vendors and other internal and external individuals and organizations.

During Restoration, the primary responsibilities of City of Tigard organizations include:

- Manage salvage, repair and/or refurbishment efforts at the affected facility.

- Prepare procedures necessary to the relocation or migration of essential functions to the new or repaired facility.

- Implement procedures necessary to mobilize operations, support and technology agency relocation.

- Manage the relocation effort as well as perform employee, vendor, and customer notification before, during and after relocation or migration.

KEY PERSONNEL

Key personnel are those required to implement the Continuity Plan. These involve the leadership and management personnel of the organization and any other personnel as identified in the organizations plan. There are logistical staff that assist in setting up and supporting the operational staff and functions that the organization performs. There are operations personnel who perform the Mission Essential Functions of the organization. There are reconstitution personnel that are preparing the impacted site or a whole new site if the damage is severe, for operations again. Note that personnel should NOT be assigned double duty on multiple teams

during a Continuity Plan implementation. Stress levels will be high, burnout will be an issue to be dealt with and availability of staff will be impacted post incident.

VITAL RECORDS AND RESOURCES

Vital Records, Vital Resources, databases, systems and other elements critical to operations are the responsibility of each individual organization to manage, mitigate and proactively protect from potential incidents. Mitigation efforts include converting paper records to electronic forms, ensuring storage areas are not susceptible to water damage, and ensuring that a records retention policy is in place to avoid storing large amounts of records that are out-dated and beyond their useful life.

Organizations should recognize in their assessment of what records and resources are truly vital to their operations. Given the considerable expense in recovering damaged records, organizations need to properly assess what is truly vital. Efforts to mitigate destructive effects on records will be repaid many times over if an incident occurs.

If there is an incident that damages hardcopy records, the City of Tigard Information and Technology will need to assist organizations with document or artifact restoration services.

TESTING, TRAINING, AND EXERCISING

It is necessary for all levels of personnel, including those appointed or elected, to maintain their understanding of the goals and objectives of continuity planning; including how the plan affects their area, its overall design, and the strategy it employs. Awareness of Continuity Planning best practices and the basic discussion areas it addresses is crucial and how it differs from emergency response type plans.

All personnel within City of Tigard should be tested and trained on their organizations plans so they are aware of their organizations COOP and its contents. The process of testing, training, and exercising the plans should include, but not limited to the following areas: what are the mission essential functions of the organization, what vital records and resources are critical for the organization to continue its functions, who are the key leadership personnel within the organization and who are their designated alternates, what alternate facilities have been identified as potential sites for relocation, and that each employee should have a plan for their family in case of emergency.

Tests and exercises can take on a number of forms. The most basic is an orientation that resembles a meeting where aspects of the plan are discussed with employees. A test may be of a new piece of equipment or procedure. A tabletop exercise is a realistic scenario posed in a conference room environment to key people in the organization who are asked to use the plan and their own knowledge to respond and recover from the scenario proposed. A functional exercise involves the actual use of equipment, moving of people, etc., from one organization, facility or division. A full scale exercise is a larger scale event than the functional exercise involving a large number of organizations, private sector, local government and/or federal government.

Maintenance/Review of the plan shall occur on a quarterly basis. This can occur during a staff meeting where staff identifies changes in contact information and function.

CITY OF TIGARD MAIN CONTACTS BY ORGANIZATION

The following is a list of Main Contacts for continuity planning initiatives for each of the organizations within City of Tigard. This list is arranged alphabetically by organization.

Administrative Services
Leadership: Liz Newton Assistant City Manager LIZ@tigard-or.gov 503-718-2412
Planning Team Chief: Kent Wyatt Senior Management Analyst kentw@tigard-or.gov 503-718-2809

City Management
Leadership: Marty Wine City Manager Marty@tigard-or.gov 503-718-2486
Planning Team Chief: Kent Wyatt Senior Management Analyst kentw@tigard-or.gov 503-718-2809

City of Tigard Human Resources Division
Leadership: Dana Bennett, Human Resource Director, danab@tigard-or.gov 503-718-2453
Planning Team Chief: Kent Wyatt Senior Management Analyst kentw@tigard-or.gov 503-718-2809

City of Tigard Police Department
Leadership: Alan Orr Police Chief chiefalanorr@tigard-or.gov 503-718-2472
Planning Team Chief: Rick Rhodes Lieutenant 22110@tigard-or.gov 503-718-2571

City of Tigard Public Works Department
Leadership: Brian Rager Director BrianR@tigard-or.gov 503-718-2471
Planning Team Chief: John Goodrich Assistant Director JohnG@tigard-or.gov 503-718-2471

Community Development Department
Leadership: Kenny Asher CD Director KennyA@tigard-or.gov 503-718-2443
Planning Team Chief: Dianna Howse Building Division Services Supervisor Dianna@tigard-or.gov 503-718-2430

Financial and Information Services
Leadership: Toby LaFrance Financial and Information Services Director toby@tigard-or.gov 503-718-2406
Planning Team Chief: Debbie Smith-Wagar Financial and Information Services Asst. Director toby@tigard-or.gov 503-718-2493

Risk Management
Leadership: Loreen Mills Assistant to the City Manager loreen@tigard-or.gov 503-718-2417
Planning Team Chief: Kent Wyatt Senior Management Analyst kentw@tigard-or.gov 503-718-2809

Tigard Public Library
Leadership: Margaret Barnes Library Director margaret@tigard-or.gov 503-718-2501
Planning Team Chief: Joyce Niewendorp Senior Librarian/Person In Charge (PIC) joyce@tigard-or.gov 503-718-2522

PRIMARY FACILITIES AND ALTERNATE FACILITIES

The following is a list of Primary Facilities and their corresponding Alternate Facilities for each of the organizations within City of Tigard. This list is arranged alphabetically by organization.

Administrative Services
City Hall - Public Works Auditorium
City Hall - Tigard Public Library

City Management
TBD

City of Tigard Human Resources Division
TBD

City of Tigard Police Department
TBD

City of Tigard Public Works Department
Public Works Operations Annex - Public Works Administration and Operations
Public Works Facilities Services Center - Public Works Administration and Operations
Public Works Administration and Operations - Public Works Operations Annex
Public Works Administration and Operations - City of Tigard Public Library
Public Works Administration and Operations - City Hall
Public Works Operations Annex - City Hall
Public Works Operations Annex - City of Tigard Public Library
Public Works Administration and Operations - Senior Center
Public Works Operations Annex - Senior Center
Public Works Facilities Services Center - Public Works Facilities Services Center
Public Works Operations Annex - Canterbury Facility
Public Works Operations Annex - Cook Park Maintenance Facility
Public Works Facilities Services Center - Cook Park Maintenance Facility

Community Development Department
Permit Center - Tigard Library
Permit Center - Public Works Auditorium

Financial and Information Services
TBD

Risk Management
TBD

Tigard Public Library
TBD

VITAL RECORDS AND RESOURCES

The list of Vital Records and Resources which have been identified as critical to the operations of City of Tigard. The Vital Records and Resources documents are FOR OFFICIAL USE ONLY. It contains information that is sensitive, but unclassified, and may be exempt from public release under the Freedom of Information Act (5 U.S.C. 552). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with local government policies relating to For Official Use Only information and is not to be released to the public or other personnel who do not have a valid "need-to-know" without prior approval of an authorized government official.

This document is to be used to implement the Continuity of Government Plan and directs the notifications and actions of personnel in response to an emergency or continuity event affecting City of Tigard. Unauthorized use of this information may constitute an invasion of privacy.

ORDERS OF SUCCESSION – CITY OF TIGARD

The following is a list of Orders of Succession identified for each of leadership positions for City of Tigard organizations. This list is arranged alphabetically by organization.

Orders of Succession for Administrative Services
Leadership Succession for Assistant City Manager, City Management, Liz Newton
- Assistant to the City Manager, City Management, Loreen Mills
- Administrative Services Manager, Administrative Services, Nadine Robinson
- City Recorder, Administrative Services, Catherine D Wheatley

Orders of Succession for City Management
Leadership Succession for City Manager, City Management, Marty Wine
- Assistant City Manager, City Management, Liz Newton
- Director, Public Works, Brian Rager
- Police Chief, Police
- Financial and Information Services Director, Toby LaFrance
- Community Development Director, Community Development, Kenny Asher
- Library Director, Library, Margaret Barnes
- Human Resource Director, City Management, Dana Bennett
- Assistant to the City Manager, City Management, Loreen Mills

Orders of Succession for City of Tigard Human Resources Division
Leadership Succession for HR Director, Human Resources, Dana Bennett
- Principal Human Resources Analyst, City Management, Sylvia Rasko
- Senior HR Analyst, City Management, Sherrie Burbank
- Assistant to the City Manager, City Management, Loreen Mills

Orders of Succession for City of Tigard Police Department
Leadership Succession for Police Chief, Police
- Assistant Chief of Police, Police
- Captain, Police
- Lieutenant, Police
- Lieutenant, Police
- Lieutenant, Police

Orders of Succession for City of Tigard Public Works Department
Leadership Succession for Director, Public Works, Brian Rager
- Assistant Director, Public Works, John Goodrich
- City Engineer, Public Works, Michael Stone
- Engineering Manager, Public Works, Kim McMillan

Orders of Succession for Community Development Department
Leadership Succession for CD Director, Community Development, Kenny Asher
- Asst. Community Development Director, Community Development, Tom McGuire
- City Building Official, Community Development, Mark VanDomelen
- Redevelopment Project Manager, Community Development, Sean Farrelly

Orders of Succession for Financial and Information Services
Leadership Succession for Financial and Information Services Director, Toby LaFrance
- Assistant Finance Director, Financial and Information Services, Debbie Smith-Wagar
- Information Technical Services Manager, Financial and Information Services, Louis Sears
- Accounting Supervisor, Financial and Information Services, Amy Lawson
- Senior Accounting Assistant, Financial and Information Services, Angela McCoy
- Senior Accounting Asst., Financial and Information Services, Jamie Greenberg

Orders of Succession for Risk Management
Leadership Succession for Assistant to the City Manager, City Management, Loreen Mills
- Senior Management Analyst, City Management, Kent Wyatt
- Senior HR Analyst, City Management, Sherri Burbank

Orders of Succession for Tigard Public Library
Leadership Succession for Library Director, Library, Margaret Barnes
- Technical Services Manager/Person In Charge (PIC), Library, Teresa Ferguson
- Reader Services Manager/Person In Charge (PIC), Library, Molly Carlisle
- Circulation Manager/Person In Charge (PIC), Library, Craig Carter

TEST, TRAINING AND EXERCISES / PLAN MAINTENANCE

The following is a list of testing, training, exercise, and plan maintenance events that have taken place in the creation and ongoing development and of the City of Tigard Continuity of Government Plan. This list of events is arranged by date of occurrence.

Event Title: City Kick Off Training
Event Date: 8/13/2012
Event Type: Training
Event Status: Completed

Description:
Day 2 of 2 of the City Team Kick Off training

Event Title: City Kick Off Training
Event Date: 3/27/2012
Event Type: Training
Event Status: Completed

Description:
Initial day one Kick Off training conducted. Day 2 scheduled for tomorrow

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Event Title: Annual Plan Review and Update
Event Date: 12/18/2013
Event Type: Plan Maintenance
Event Status: Completed
Description:

Event Title: Annual Plan Test TTX
Event Date: 11/15/2013
Event Type: Table Top Exercise
Event Status: Completed
Description:

Event Title: Quarterly Staff Training
Event Date: 3/13/2013
Event Type: Training
Event Status: Completed

Description:

Event Title: COOP Initial TTX After Action Review
Event Date: 12/12/2012
Event Type: Plan Maintenance
Event Status: Completed

Description:
The BOLD Solution Facilitator and the project manager coordinated comments based on observations from the Table Top Exercise conducted in November 2012. Comments were drafted into a final report which noted requirements for some revisions.

Event Title: Plan Review Graded and Complete
Event Date: 10/31/2012
Event Type: Plan Maintenance
Event Status: Completed

Description:
BOLD Solutions staff completed the review evaluation and graded each departments nine functional annexes. Once the graded the project manager highlighted the gaps in the department plans and forwarded to department leads.

Event Title: Drop Dead Department Input Complete
Event Date: 9/30/2012
Event Type: Plan Maintenance
Event Status: Completed

Description:
Department project leads completed their annex input. They completed the revisions and pushed the final review to the Department Directors

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Event Title: Mid-Term Plan Development Training Day 2
Event Date: 8/27/2012
Event Type: Plan Maintenance
Event Status: Completed

Description:

Event Title: Mid-Term Plan Development Day 1
Event Date: 8/20/2012
Event Type: Training
Event Status: Completed

Description:

Event Title: Quarterly Plan Test to four Annexes
Event Date: 5/22/13
Event Type: Annual Test

Event Status: Completed

Description:

Event Title: Formal Adoption
Event Date: 7/18/13
Event Type: Annual Test

Event Status: Completed

Description: