
Aging, Disability and Veterans Services Division

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ADVSD COOP

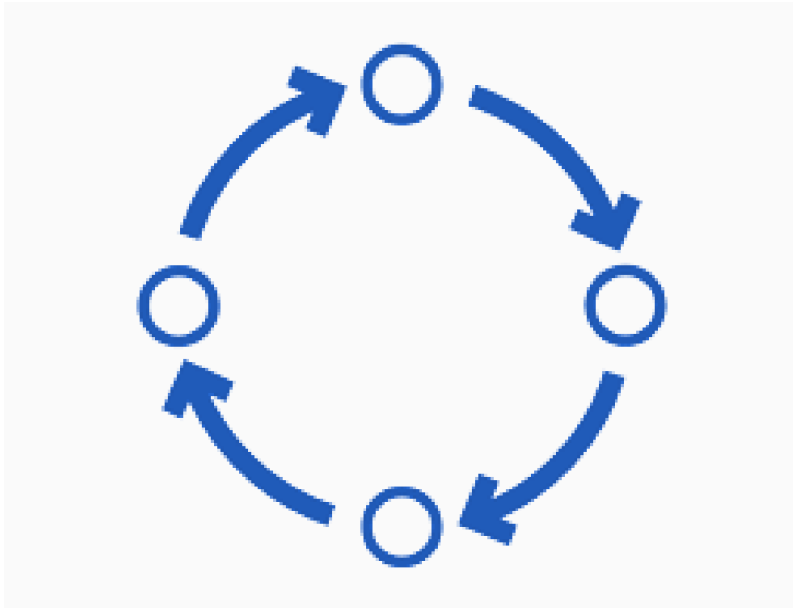
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MULTNOMAH COUNTY

CONTINUITY OF OPERATIONS PLAN

DRAFT 2019

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1.0 INTRODUCTION

Overview

The Multnomah County Continuity of Operations Plan (COOP) encompasses the operations and services performed by the County. It is tailored to the operations of individual departments and divisions and the mission essential functions they perform. The COOP consist of an overarching Base Plan with individualized sets of annexes for each of the departments and divisions as listed in Appendix 1. The COOP process is supported by the Continuity of Operations Planning Program led by Multnomah County Emergency Management in coordination with a COOP Advisory Team that consists of (at a minimum) representatives from Information Technology, Facilities, and Records.

The Advisory Team, developed a Multi-year Strategic Program Management Plan to provide technical support and guidance for the maintenance and ongoing improvement of the plan beyond the initial plan development stage. The Program Management Plan is available on the COOP Google site along with all plans, annexes and supporting COOP documents. Information on the COOP Google site is detailed in Appendix 2.

Purpose

The Continuity of Operations Planning (COOP) Program coordinates efforts to establish policy and guidance to ensure the execution of mission-essential functions for Multnomah County in the event that an emergency threatens or incapacitates operations. The goal of the program is to provide a framework that is designed to minimize the impact to operations, facilities, and employees during an emergency.

The Base Plan provides the general framework for the development of a continuity plan as well as guidance for the activation of the plan. Annexes provide the department/division specific criteria for continuity operations.

This plan provides an all hazards approach to continuity of operations and will address three types of extended disruptions:

1. Loss of access to facility (e.g. fire)
2. Loss of services due to a reduced workforce (e.g. pandemic influenza)
3. Loss of services due to equipment or systems failure (e.g. information technology)

Any one of these types of disruption may result from a variety of hazards including severe weather, natural hazards, technological hazards.

Applicability and Scope

The COOP applies to County Personnel in all departments and all locations where essential functions are conducted. It also applies to the array of events and hazards that could threaten County services.

The COOP plan does not apply to temporary disruptions of service, including minor IT system or power outages, and any other scenarios where essential functions can be readily restored in the primary facility within a few hours. In most cases, a short-term inclement weather closure of County facilities will not require activation of COOP. The COOP plan is neither an evacuation plan nor an Emergency Action Plan.

Full COOP details for each department/division will be provided in the set of annexes associated with the base plan.

Assumptions

- A disaster can occur with little or no warning.
- The County is vulnerable to a number of hazards. Please refer to the Multnomah County Multi-Jurisdictional Natural Hazards Mitigation Plan for detailed hazard information.
- The scale or severity of disruption to County operations will inform the degree of COOP activation necessary.
- An incident may occur during non-work hours and require notification and mobilization of COOP personnel to report to work on short notice and outside of regularly scheduled work hours.

Limitations

- Staff may not be able to report to work during a COOP event
- Staff may need to be instructed to work from other facilities, assist with other duties as assigned, or remain at/return to home pending further direction.
- Staff must be provided adequate training on this COOP such that they will be able to perform their duties during an emergency.
- Because alternate facility space, required resources, and support capabilities may be limited, staffing may need to be temporarily restricted to those personnel with specific skills and experience needed for conducting essential functions.
- Essential records and/or essential systems may not be accessible during a COOP event
- Some isolated incidents or small scale events will not warrant the activation of COOP
- Events that create resource scarcity will impact the prioritization of requests (i.e. alternate facilities request or access to essential systems)

- Some members of COOP activation teams serve in other roles during disasters, such as the Emergency Operations Center (EOC) or a department operations center (DOC). During multiple or large scale activations, COOP activities can be supported and coordinated through the EOC.

Planning Considerations

- Make available personal and family preparedness planning and deployment basics to all employees who have been assigned specific responsibilities within COOP
- The development of the COOP and department/division annex sets may identify gaps in processes and procedures that will need to be addressed outside of the COOP program.
- COOP requires regular training and exercising of personnel, equipment, systems, processes and procedures used to support the county during a COOP event

Authorities

Local

Multnomah County Code Chapter 25.420, Emergency Management

Multnomah County Resolution No. 05-050, adopting security policies to support 45 CFR Part 164 (specific to the storage and back-up of critical data for the purposes of continuity, confidentiality, integrity and availability.)

Multnomah County Administrative Procedure HIPAA-2, adopting procedures for the protection of Protected Health Information (PHI) and Electronic Protected Information (ePHI) and requiring participation in continuity planning and disaster recovery planning.

Multnomah County Administrative Procedure HIPAA-3, adopting procedures to identify mission critical source records and including those records in continuity plans and the Disaster Recovery Plan.

State

Oregon Revised Statutes (ORS) Chapter 401.305, Emergency Management and Services
Oregon Policy #107-001-010, Statewide Continuity of Operations Planning

Federal

Continuity Guidance Circular, February 2018, FEMA National Continuity Programs
Federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements, U.S. Department of Homeland Security, Issue date January 17, 2017
Federal Continuity Directive 2, Federal Executive Branch Mission Essential Functions and Identification and Submission Process, U.S. Department of Homeland Security, Issue date June 13, 2017

2.0 CONCEPT OF OPERATIONS

A continuity of operations plan must be maintained at a high level of preparedness and must be ready to be implemented without significant warning. This concept of operations supports the plan objectives and describes the approach to implementing the plan.

The broad objective of the COOP is to provide for the safety and well-being of County personnel as well as the public through a continuation of services. This plan identifies mission essential functions during any crisis or emergency in which one or more department/division locations are compromised, threatened or inaccessible. The plan annexes are designed to support very specific plan objectives such as:

- Enable staff to perform mission essential functions to prepare for and respond to all threats or emergencies, including natural, technological, and human-caused disasters.
- Identify critical employees and supporting staff who will relocate.
- Ensure the continuity facility (alternate location) can support operations.
- Protect and maintain essential records and databases.

Continuity operations are emergency management functions occurring in one of four phases: preparedness, response, recovery and mitigation. The COOP concept of operations is expressed in five operational periods:

- Readiness and preparedness
- Activation
- Relocation (if necessary)
- Continuity operations
- Reconstitution

Figure 2.1 shows the relationship and flow of these operational periods within the four emergency management phases.

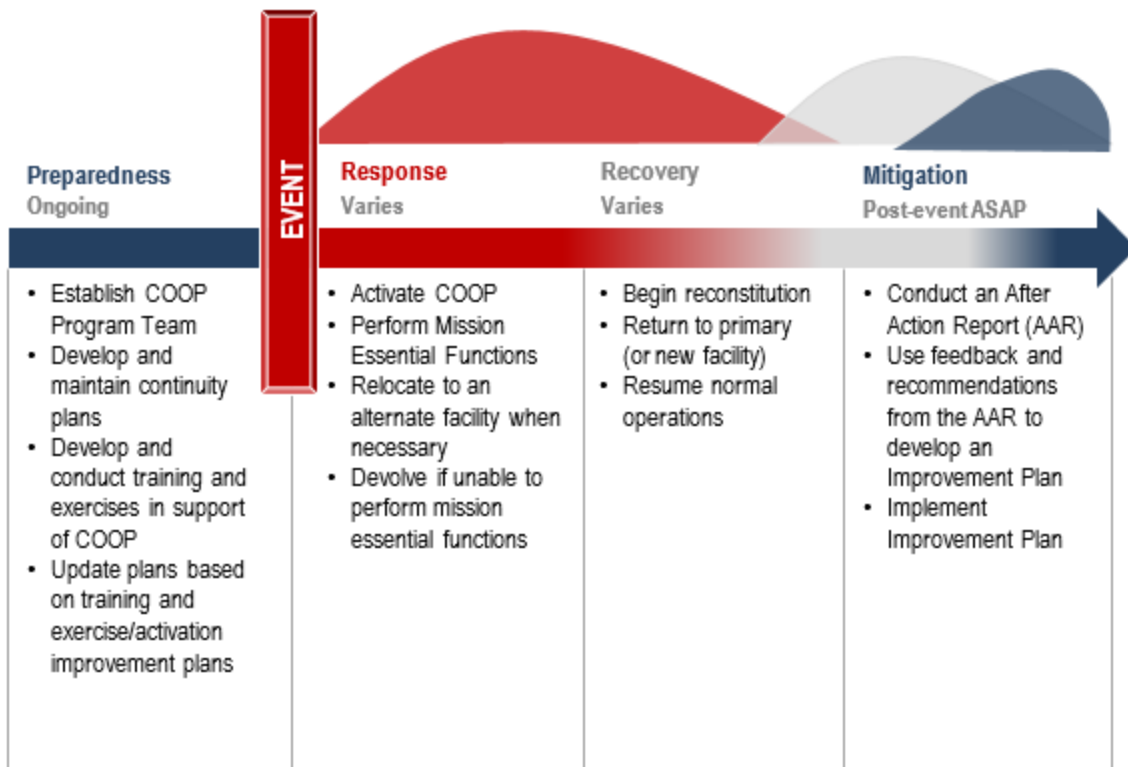


Figure 2.1 COOP Phases

Preparedness

Readiness is the ability of a department/division to respond effectively to any event that threatens its ability to continue mission essential functions. It is the responsibility of leadership to ensure that their department/division can perform its mission essential functions before, during, and after all-hazards emergencies or disasters. Preparedness activities develop the response capabilities needed during an emergency and create a solid readiness posture that prepares the county to be resilient. These activities include the review and revision of COOP related plans, tracking, training, and exercises, and the incorporation of an improvement plan in the Multiyear Strategic Program Management Plan (MYSPMP).

Establish a COOP Program Team

An effective and inclusive COOP program team consists of a wide range of individuals from all levels and divisions or departments of the county. Every department/divisions with a COOP will

need an identified lead from their department/division. Having the support of leadership (directors, managers, supervisors) will be critical to the success of the overall program. Program team members will need to regularly communicate with their leadership and their teams/peers in order to disseminate the COOP information and create a culture of preparedness within their department/division.

Develop and Maintain Continuity Plans

The COOP program is not a planning project, it is a long term program that must be sustained year over year. These continuity plans and annex sets will need to be reviewed and updated regularly to ensure capacity and capability for successful activations during COOP events.

Training and Exercise

Operational elements of the COOP, including the ability of County personnel to activate and implement COOP, the plan and annex sets will need to be regularly tested through various training and exercise opportunities.

Incorporate Improvement Plans Into Plan Updates

Following training and exercise, or real world events, departments/divisions will develop an Improvement Plan based on an After Action Report (AAR). This information, generated during the response phase will be used to update and improve the base plan and/or annex sets.

Response

Activation

Activation occurs after a disruption to operations necessitates the need to activate the COOP. An executive decision must be made after a quick and accurate assessment of the situation to determine the best course of action for the department/division. The decision process also prevents the premature or inappropriate activation of the COOP. Each department has identified a procedure to notify personnel during on-duty emergencies, off-duty emergencies and for ongoing communications in their COOP annex. Figure 2.2 gives an example of an Incident Level Decision Matrix.

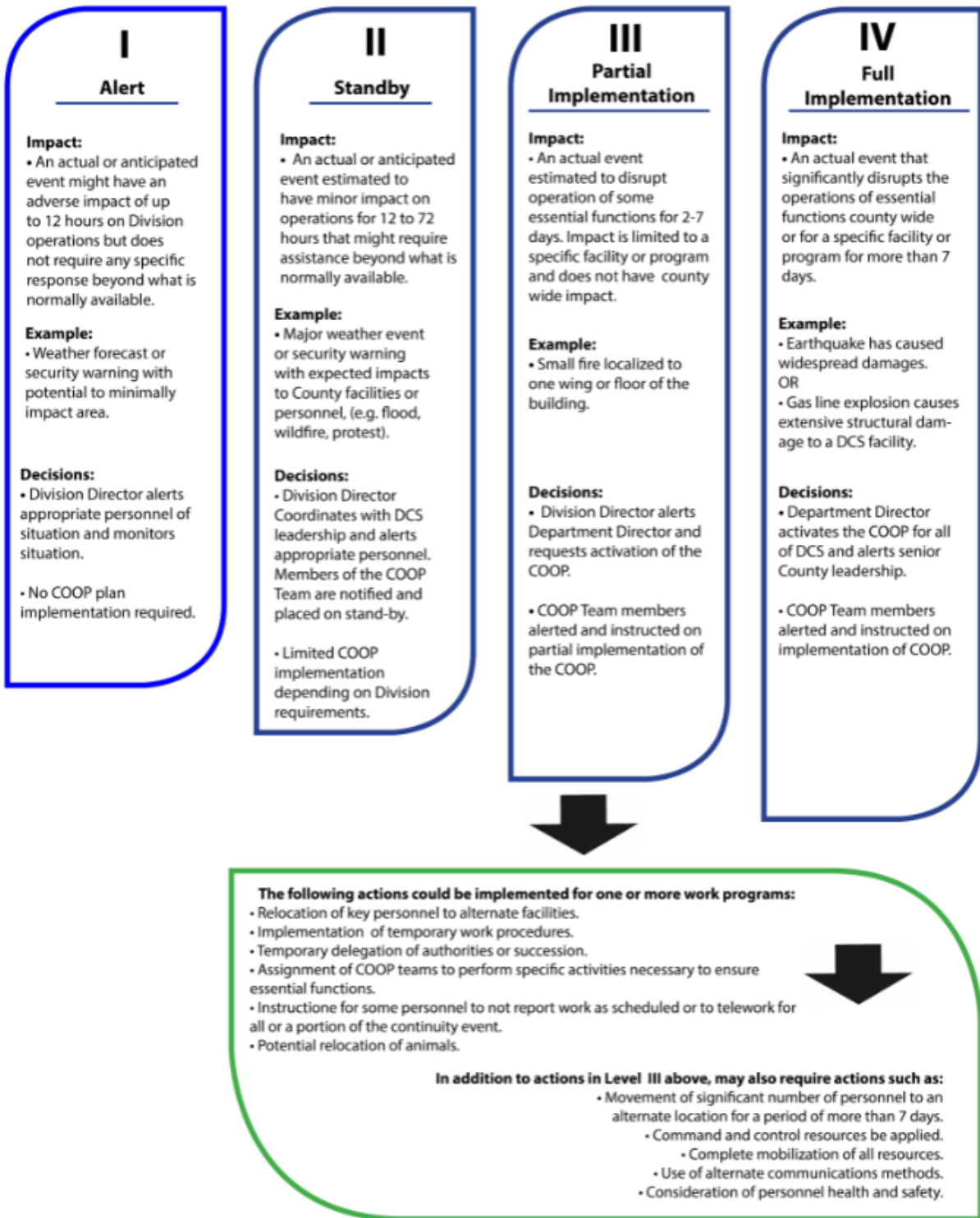


Figure 2.2 Decision Matrix

Perform Mission Essential Functions

During the response phase normal operations narrow and focus only on the mission essential functions for that department/division. Mission essential functions are those that **must continue with minimal or no disruption**.

Relocation

Relocation to an alternate facility (or the decision to telework) occurs when a primary facility is damaged and rendered inoperable or unsafe for a period of time that disrupts the department/divisions operations. Each department/division annex list the criteria for relocation including the identification of mission essential functions that can be conducted via telework.

Relocation is not always needed during a COOP event and all options will need to be considered and discussed during the decision to activate process.

Alternate facility locations may vary based on incident and scale. Relocation requests are coordinated with Facilities who will partner with departments and divisions to support facilities requests. By coordinating these efforts directly with Facilities, COOP Teams can be assured that every effort will be made to locate and prepare alternate facilities for their arrival and that issues such as overcrowding, lack of resources, safety concerns, etc. can be mitigated in advance. Some departments/divisions who have programs located in multiple facilities may be able to easily relocate if staff size and resources needs can be reasonably accommodated at those other locations.

Devolution

Devolution is a continuity event that may render an organization's leadership or staff unavailable to or incapable of supporting the execution of the organization's essential functions from either its primary operating facility or alternate facility.

Devolution will transfer authority and responsibility for essential functions from primary operating staff and facilities to another authority. Departments/divisions may devolve to either another county department/division or to an outside contracted provider depending on the essential functions being performed.

Recovery

Reconstitution

Reconstitution is the transition back to normal operations in the primary operating facility. Following a more severe or catastrophic event it may mean transition to a new location on a permanent basis.

Reconstitution focuses on restoring operations to normal or improved services. This phase is initiated once all mission essential functions have been restored. Activities associated with reconstitution include:

- Supervising an orderly return to the normal operating facility, a move to another temporary facility, or a move to a new permanent operating facility.
- Verifying that all systems, communications, and other required capabilities are available and operational, and ensuring the capability to accomplish all essential functions and operations at the new or restored facility.
- Identifying if any records were affected by the incident and ensuring the effective transition or recovery of essential records and databases.

Mitigation

Mitigation activities lessen the impact of unavoidable hazards. The Multnomah County Multi-Jurisdictional Natural Hazards Mitigation Plan (NHMP) guides and prioritizes mitigation activities. In addition to the activities identified in the NHMP, each department/division has specific mitigation activities unique to their organization. These can be identified through risk assessments, improvement plans developed after a training and/or exercise, lessons learned from real-world events, or through conducting a gap analysis of processes and procedures.

After Action Report

All actual and exercise events are encouraged to include an After-Action Review Process. This process aims to provide a learning-focused discussion for participants to identify their collective strengths and areas for improvement from actions taken. Feedback can be collected at any time during the exercise or actual event, immediately following at a debrief, and during an After-Action Meeting.

It is recommended that the collective information captured be included in an After-Action Report (AAR) and an Improvement Plan. These documents detail the observations gathered from participants in a consistent and structured format. The information gathered during the After-Action Review process will provide recommendations to enhance continuity of operations preparedness, response, and recovery efforts. Each AAR should include an Improvement Plan (*addressed in the following section*), that lists potential corrective actions based on the identified areas for improvement.

An After-Action Review Process can be completed in coordination with the MCEM Training and Exercise Coordinator. For more information and guidance regarding the After-Action Review Process, please see the MCEM [*After-Action Report/Improvement Plan Standard Operating Procedure*](#).

Improvement Plan

Typically, and as a best practice, each After-Action Report (AAR) will include an Improvement Plan (IP) that captures recommendations based on the identified areas for improvement. These recommendations identify potential corrective actions to fill the identified gap.

Recommendations typically focus on additional training, exercises, equipment, or process improvements, and assigns each to the appropriate subject matter expert for completion.

Multiple exercises and/or actual event Improvement Plans can be tracked in a single Collective Improvement Plan. Benefits to having the Collective Improvement Plan include the ability to recognizing recurring issues and improve project management capabilities (*tracking, revision, updates, etc.*). Please review the table below addressing the information fields for an After-Action Report Improvement Plan, and the Collective Improvement Plan:

<u>After-Action Report Improvement Plan</u>	<u>Collective Improvement Plan</u>
<ul style="list-style-type: none"> ● Aligned Objective ● Identified Area for Improvement ● Potential Corrective Action ● Capability Element (<i>Planning, Organization, Equipment, Training, Exercise</i>) ● Responsible Organization/Point of Contact 	<ul style="list-style-type: none"> ● Tracking # ● Exercise/Event Date ● Exercise/Event Name or Type ● Observation ● Recommended Corrective Action ● Capability Element (<i>Planning, Organization, Equipment, Training, Exercise</i>) ● Priority ● Responsible Organization/Point of Contact ● Corrective Actions Implemented ● Status (Open, In Progress, Complete) ● Completion Date ● Notes

Table_. *Differences in Improvement Plan Information Fields*

Additional information is required for the Collective Improvement Plan to ensure specific AAR/IP information can be identified from each other. The MCEM Training and Exercise Coordinator is available to advise on and/or assist with the development of Improvement Plans.

For additional information and/or guidance regarding the Improvement Plan, please see the MCEM [After-Action Report/Improvement Plan Standard Operating Procedure.](#)

Implement Improvement Plan

Implementation of the Improvement Plan recommendations is a key step in transitioning back to the preparedness phase. The Improvement Plan recommendations need to be assigned and reviewed as part of the plan update process. For recommendations/corrective actions to be useful during this process, they need to be part of a larger conversation with the department/divisions (*updates to processes and procedures outside of the COOP may be necessary before moving forward*).

Roles and Responsibilities

COOP Program Manager Roles and Responsibilities

- Manage the overall COOP Program and serve as the primary point of contact
- Support all Advisory Team members and COOP Liaisons
- Initiate and facilitate all COOP Program meetings and workshops
- Meet regularly with the Advisory Team to develop new strategies and improvement plans for the ongoing maintenance of COOP
- Coordinate with Training and Exercise Coordinator on training, exercising and tracking
- Develop and maintain the COOP Base Plan and the Annex template development
- Manage the Assessment and Reporting Process to ensure COOP compliance
- Manage the Multnomah County Emergency Management (MCEM) COOP Annexes

COOP Advisory Team Roles and Responsibilities

- Provide input and assistance to COOP Liaisons during plan development and maintenance
- Collaborate on the interdependencies between the departments/divisions and the advisory team support functions/areas (i.e. Facilities, IT, Records, and Training)
- Meet regularly with the COOP Program Manager to develop new strategies and improvement plans for the ongoing maintenance of COOP
- Participate in the Assessment and Reporting process
- All of the COOP Liaison roles and responsibilities

COOP Liaison Roles and Responsibilities

- Be available for COOP Program Meetings and Trainings
- Be an active participant in the COOP development and maintenance process for their department/divisions (Annex development and updates)
- Message the COOP Program and the Assessment and Reporting requirements to their respective departments/divisions

- In-depth understanding of the functions within their department/divisions (including essential functions, job descriptions, and roles and responsibilities)
- Commitment to ensuring the delivery of services even during a disaster or interruption of normal operations
- Understanding of or a desire to learn more about the interdependencies within the County
- Ability to relationship build and work cooperatively with multiple groups
- Be the voice for their department regarding COOP concerns, gaps, limits, risks

Department Directors

[needs content work]

Essential Employees

[needs content work]

3.0 OPERATIONAL SCENARIOS

Scenario 1: Loss of access to facility

When a county facility is rendered inoperable, disrupting the ability to conduct essential functions, the operation of impacted essential functions may be relocated to an alternate facility or conducted remotely. Departments/divisions will assess the situation and coordinate with internal service providers to estimate the length of disruption and if relocation is the best option.

Departments/divisions coordinate directly with leadership and with Facilities (FM Dispatch) to determine if there is available space in non-impacted facilities that meets the requirements for conducting the essential functions.

In some cases, the number of staff assigned to an alternate facility may be limited due to limited space or resources. This may require prioritization of space for staff who are conducting essential functions and different reporting instructions for other staff. Some essential functions may also be able to be conducted remotely. If the estimated duration of the facility disruption is only a few days, teleworking may be the best option.

Scenario 2: Loss of services due to a reduced workforce

Some continuity incident scenarios might result in staffing shortages, such as a pandemic outbreak or after a major disaster that impacts transportation networks. The COOP would be activated in order to prioritize staffing resources for conducting essential functions and to implement orders of succession and delegations of authorities as necessary.

Pandemic scenarios may include specific recommendations from Multnomah County Health Department that will influence decisions supporting remote work environments.

Scenario 3: Loss of services due to equipment or systems failure

A disruption to county operations can occur due to communications/IT outages or special equipment failures. Special attention is paid to the essential systems needs for each department/division in the annexes. Understanding the dependencies between essential functions and essential systems as well as alternate methods of conducting work will aid in the determination of risk mitigation measures and overall prioritization of the recovery of essential systems.

4.0 CONTINUITY OF OPERATIONS ELEMENTS

Mission Essential Functions

Mission essential functions (MEFs) enable each department/division to provide vital services for county personnel/staff and the community. Annex A focuses on the department's/division's mission essential functions. It serves as an operational guide to inform the relocation of staff to a continuity facility and the backup of essential records and systems so that mission essential functions may continue. The level and manner of support needed to continue mission essential functions depends on the nature of an incident.

For each mission essential function identified in the annex, the list also identifies the level of priority assigned to the function, and activities to support the function.

Prioritization of MEFs

In addition to identifying which functions are necessary to support operations, a recovery time objective (RTO) will be determined for each mission essential function. The RTO is the maximum amount of time the function can be interrupted before it must be restored to an acceptable level of operation after an incident. To ensure that mission essential functions are restored in the order of their time criticality, functions will be categorized using a tier classification system. The following system has been established to prioritize mission essential functions according to time criticality:

RTO Tier	Ratings	Priority
1	Immediate: These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property.	0-12 Up to 24 hours
2	Critical: These functions can be delayed until Tier 1 functions are restored must be operational within 72 hours	24-72 hours
3	Necessary: These functions can be delayed until Tier 1 and Tier 2 functions are restored but must be operational within one week.	72 hours - 1 week
4	Important: These functions can be delayed until Tier 1, Tier 2, and Tier 3 functions are restored but must be established within 30 days.	1 week - 30 days

Continuity Personnel and Roles

Key positions have been identified to fulfill important roles and responsibilities for both the continuity planning process and activation. Some roles may not be required depending on the nature and scope of the disruption. COOP personnel and contact information is document in Annex B: Continuity Personnel.

COOP Role	Responsibility
Department/Division Leadership	<ul style="list-style-type: none"> ● Assess the situation and make a determination to activate COOP ● Determine the scale of the COOP activation by <ul style="list-style-type: none"> ○ Identifying functions that can be deferred or temporarily suspended during a COOP activation in alignment with the mission essential functions ○ Ensuring that the level of activation is in alignment with supporting the pre-identified mission essential functions ● Consult with and advise appropriate officials during the implementation of COOP ● Provide direction, guidance and support during an incident to ensure that the mission essential functions can be performed

Lead	<ul style="list-style-type: none"> ● Liaison to the COOP Program Team ● Provides direction and guidance on the development of continuity plans ● Participates in COOP Team meetings and trainings ● Provides updates to their department/division on changes, revisions and updates made to the program
Planning Team Member	<ul style="list-style-type: none"> ● Works with the COOP liaison on the development of continuity plans and annual updates ● May participate in the COOP trainings ● May act as a backup for the COOP liaison
Activation Authority	<ul style="list-style-type: none"> ● Makes the decision to activate COOP ● Makes the decision to begin relocation and/or Reconstitution
Relocation Manager	<ul style="list-style-type: none"> ● Manages the relocation of key personnel to an alternate facility
Reconstitution Manager	<ul style="list-style-type: none"> ● Manages the return of key personnel to primary facility ● Ensures the resumption of normal business operations

Orders of Succession

Orders of succession are activated when leadership is unable or unavailable to execute their duties during an emergency. Departments/divisions must establish, disseminate, and maintain their orders of succession by COOP critical positions. While focus is typically on the skills, knowledge and training necessary for holding a specific position other factors may need to be considered like:

- What Is the successor’s availability to work during COOP events (location, personal responsibilities, etc.)
- Is the successor expected to perform other functions (EOC positions, ESF leads, etc.)?
- Does the successor have the appropriate authority/clearance for that position (HIPAA training, background checks, etc.)

An order of succession requires sufficient depth. For larger departments/divisions it may be expeditious to name more than one or two successors for certain principal positions.

Ensure that Orders of Succession align with and support Delegations of Authority.

Delegations of Authority

Delegations of authority for each department/division are listed in the COOP annexes. Delegation of authority is to be exercised only when immediate action is required and the primary authority is unavailable. Delegations end when the primary authority is available to resume their responsibilities.

Planning for delegations of authority involves the following:

- Identifying which authorities can and would need to be delegated
- Describing the circumstances under which the delegation would be exercised, including when it would become effective and when it would be terminated
- Identifying limitations of the delegation
- Documenting to whom authority will be delegated
- Ensuring designees are trained to perform their emergency duties

There are two categories of authority to consider:

- Emergency authority
- Administrative authority

Emergency authority refers to the ability to make decisions related to an emergency, such as deciding whether to activate a COOP, deciding whether to evacuate a building, or determining which personnel are needed.

Administrative authority refers to the ability to make decisions that have effects beyond the duration of the emergency. Unlike emergency authority, administrative authority does not have a built-in expiration date. Such decisions may involve policy determinations, allocations of fiscal and non-monetary resources, or have labor relations impacts.

Each department/division annex has identified the authority to be delegated, position holding authority, and limitations to their authority.

Any delegations directly related to governance structure will be addressed in the Continuity of Government Plan under the direction of the County Attorney's Office.

Essential Records

Essential Records are those records that regardless of media, if damaged or destroyed or made inaccessible would disrupt organization operations and information flow, causing considerable inconvenience and require replacement or recreation at a substantial expense. In Continuity of Operations events, essential records are those records to which personnel must have access in order to carry out essential functions.

Essential records relate directly to, and support, mission essential functions. This generally means only a small percentage of records overall would be considered essential. Essential records include but are not limited to, the continuity plan, staff contact information, access to databases, and financial/payroll records.

Some questions to ask when identifying essential records:

- Where is the information and how is it accessed?
- What is the alternate method of conducting work without the use of electronic essential records?
- Do the records contain information that is vital to our service provider partners or other agencies?
- Do the records contain information that the public needs in an emergency?
- What is needed immediately vs. what can wait a few days or a few weeks?

Types of essential records may include (but are not limited to):

- Inspection Forms
- Permit Forms
- Staff Contact Information
- Operations Manuals/Handbooks
- Property Maps (or other map based tools)
- Employee Records
- Client Records and Database
- Variety of software based tools/forms

Essential Systems and Resources

Essential Systems and Resources are the software, applications, databases and information technology related services and equipment that are needed to support the Mission Essential Functions. Information Technology (IT) will use this information to determine backup and recovery requirements of essential systems to be able design and implement solutions that can provide the prompt and effective continuation or resumption of IT services and technology. This information will also be used to develop disaster recovery plans that prioritize recovery actions to support COOP recovery objectives. By clearly identifying your resource needs for relocation and/or telework, it will help IT determine how to provide you with the access to the technology that you use following an event.

When identifying essential systems and resources, the below questions will help IT understand the impact of to your business following an event and what your needs are regarding the recovery of the essential systems.

- What is the importance of this essential system compared to other essential systems?
 - Would it be categorized as Critical, High, Medium, Low?
 - What order of importance in each category would it be?
- How many County staff use the essential system?
- Does the public use this system?
 - Does it contain information that the public needs in an emergency?
- What is the alternate method of conducting work without the use of this technology?
- How long can the business afford for the essential system to be inoperable? (RTO)
- How much data can the business afford to lose when something happens to the essential system (data loss, cyber attack)? (RPO)

This question helps IT understand regulatory requirements for the essential system.

- Does the essential system contain, transmit or store any protected data?
 - If yes, what type of protected data (HIPAA, PII and/or CJIS)?

These questions help IT understand how you access the essential system.

- How is the essential system accessed? (web browser or client software installed)
- Do you use your county user ID and password to access it or does it require a separate login?
 - Is your access authorization process documented? (If you need to add/remove access to the essential system following an event, do you have a documented process to follow?)
 - Who fulfills the access authorization, IT, your department or a 3rd party/vendor?
- Can you only access the essential system while on the county network or connected via VPN?

This question help IT understand their role in supporting the technology you need to perform MEFs.

- Is the essential system managed by a 3rd party vendor or business partner? (OCHIN, DOC, Multco Marketplace, Bank of America, etc.)
 - Is there a Service Level Agreement in place with the 3rd party vendor or business partner regarding availability, recovery time and data loss?

These questions help IT understand your needs to support alternate work locations.

- What type of hardware or equipment (workstations, laptops, printers, etc.) is needed by your staff to be able to perform their duties in support of your Mission Essential Functions?
- What software is needed by your staff to be installed on your devices to be able to perform their duties in support of your Mission Essential Functions? (Excel, Powerpoint, label printer software, etc.)
- Do you have any staff that have accessibility needs that require specific hardware or software?

Types of essential systems and resources may include (but are not limited to):

Systems

- ArcGIS
- Tririga
- Workday
- Client Databases
- Google eMail
- Call Center

Resources

- PCs\Laptops\tablets
- Phones
- Scanners
- Printers
- Cell phones
- Software

Activation Process & Communications

Alert Procedures

Depending on the situation, COOP staff may be put on alert. Procedures for alerting and notifying staff are in each departmental annex. The orders of succession identify which individuals will be alerted.

Notification Procedures

During an event that triggers COOP activation, each department annex contains the procedures to notify personnel for on-duty emergencies, off-duty emergencies, and ongoing communications during disruptive events.

Alternate Facilities

A continuity event may necessitate relocation to an alternate facility. An alternate facility is an established location selected to meet the needs of the department/division and allow for the continuation of essential functions. The location of the alternate facility will depend on the scale of the event. Multnomah County Facilities will assist in selecting appropriate alternate locations to eliminate conflicts when multiple departments activate their COOP and need to relocate.

Coordination with facilities is critical, even for small scale events. Various buildings may be going through renovations, maintenance or be experiencing issues unrelated to the COOP event.

The process for requesting an alternate facility and relocation criteria are detailed in the Annex H: Facilities.

Go Kits

Go kits are pre-staged kits that contain essential information or tools that may be needed for relocation. Kits may contain copies of forms or documents, equipment, and supplies to conduct their continuity duties. Not every department/division will require a Go-Kit but if provided they will need to be regularly updated and restocked and included as part of COOP training for that group.

Annex I: Go-Kits, contains guidance specific to the maintenance and tracking of Go Kits, if used.

Devolution

In the event that a continuity event renders a department/division incapable of performing mission essential functions those actions will need to be re-assigned either to another department/division or to a contracted service provider.

Devolution plans are communicated and coordinated during the planning phase. Roles, responsibilities and authorities will need to be clearly stated. It is recommended that devolution to outside service providers and/or contractors be managed through a form of contract (Mutual Aid Agreement, Memorandum of Understanding, Intergovernmental Agreement, professional services/procurement contract, etc.).

Devolution assignments and any related contracts or agreements are detailed in the Annex J: Devolution.

List of Support Documents

The COOP is intended to provide guidance during a continuity event and will not contain all of the processes and procedures for the various tasks that will need to occur. Each department/division is encouraged to have their own Emergency Operations Plan (EOP) or

Emergency Action Plan (EAP). Additional departments/divisions may have Standard Operating Procedures (SOPs) that guide operations around essential functions.

Annex K: Supporting Documents allows for the inventory/cataloguing of these plans and procedures to expedite COOP activation and ensure quick action around the continuation of essential functions.

5.0 PERSONAL PREPAREDNESS AND SAFETY

Some COOP events, especially those related to natural or human-caused disasters, may have widespread impacts. These events may limit an individual's ability to perform their role during COOP events. Personal safety and family preparedness will always be a top priority during any COOP event. If an individual is unable to perform their COOP responsibilities every effort should be made to communicate that to the department/division's leadership.

For essential personnel there are preparedness and mitigation actions that can help ensure that you are available for COOP activations in most cases.

Things to consider:

1. What types of disasters are most likely to affect you or your family?
2. Have you had a conversation with your family about your role as an essential employee?
3. What personal factors could limit your availability?
 - a. Child care needs
 - b. Adult care needs
 - c. Animal care needs
 - d. Transportation
4. Do you have a communication plan?
 - a. With family
 - b. Children's schools daycare's
5. Am I approved for and prepared for telework responsibilities?

There are several County, State and Federal resources for Personal and Family Preparedness. The more prepared you are as an individual and a family the more available you may be for COOP activations. Many of these resources can be accessed through the Multnomah County Emergency Management website (<https://multco.us/em/emergency-preparedness>).

6.0 PLANNING PROCESS

Training and Exercise

Departments/divisions are required to participate in at least one (1) COOP training or exercise event per year. MCEM will host quarterly events open to the departments/divisions, some providing training within components of COOP, others offering exercise opportunities. COOP training and/or exercise events hosted at the local, regional, or state-wide level will also meet this annual requirement.

In the event of an actual, real-world COOP activation, all participating departments/divisions will receive credit for annual training and exercise upon completion of an After-Action Report/Improvement Plan.

Training Options		
Quarterly Training	COOP-specific training or exercise opportunities offered each quarter with varying objectives	Hosted and facilitated by the MCEM
Annual Training and/or Exercise Event	Any training or exercise participation external to the county quarterly opportunities that focuses on COOP	Hosted by external organizations, individual departments/divisions, contractors, etc.
COOP Add-On Training	Adding COOP specific injects/scenarios to already scheduled non-COOP focused training or exercise events for various departments or divisions	Departments/Divisions to coordinate with MCEM Training and Exercise Coordinator
Activation	Actual real world COOP activations	Credit will be given for event activation if COOP is activated. MCEM Training and Exercise Coordinator will assist with tracking.

It is recommended that, at a minimum, the department/division COOP liaison, and those directing mission essential functions, participate in the trainings and exercises. Ideally, the entire department/division should participate on some level in annual COOP training and exercise efforts.

Plan Maintenance

The department/divisions COOP liaison is responsible for coordinating edits and updates to the COOP annex and ensuring those documents are in the COOP plan file. Updates will be completed annually and will be assessed according to the performance metrics outlined in the Plan Review Process.

More frequent edits and updates may be required based on:

- COOP activation and implementation (recommendations for improvement from the After Action Report)
- Training and exercise results and feedback
- Changes in personnel
- Changes in department/division policy, procedures or organizational structure
- Procurement of new essential systems or applications

Approvals and redistribution as appropriate will be completed after the Plan Review Process.

Plan Review Process

The Base Plan will be reviewed and updated annually by the Multnomah County Emergency Management (MCEM) and the COOP Advisory Team. There will be a review and comment period open to the COOP Program Team. More frequent updates to the Base Plan will be made as appropriate.

Department/Division annex sets will be reviewed annually by the Multnomah County Emergency Management COOP Program Manager and the COOP Advisory Team. A scoring rubric will be used for the review process. Reminders, notifications and follow-up will be sent to all departments/divisions as part of the plan maintenance and review process.

Assessment and Reporting Process

In addition to review of the annex sets which cover the required COOP elements, departments/divisions will also be assessed based on COOP program participation which includes training and exercises.

Plans will be assessed and scored based on the following scale:

Score	Description
3	All required information provided
2	Most required information provided, some additional information recommended
1	Minimal required information, significant information recommended
0	No information provided

The following components will be scored:

1. Annex Documents (0-3 score for **each** annex document listed)
 - Mission Essential Functions
 - Continuity Personnel
 - Orders of Succession
 - Delegations of Authority
 - Essential Records
 - Essential Systems and Resources
 - Activation/Communications
 - Alternate Facilities
 - Go Kits
 - Devolution
 - Supporting Documents
 - Approvals (signature page)
2. Program Participation (0-3 score overall for participation)
 - Identification of and active, participating COOP liaison for the department/division
 - Attendance at COOP Program meetings and/or workshops
 - Delegation of a representative to attend meetings when COOP liaison is unavailable
 - Communication with the COOP Program Manager regarding necessary absences from required meetings/workshops
3. Training and Exercise Participation (0-3 score overall)
 - Attend at least one (1) training or exercise annually that is
 - i. COOP focused
 - ii. Incorporates COOP elements
 - OR, Have activated COOP for a real word event
 - i. Document the event
 - ii. Provide an After Action Report (AAR)

- iii. Develop an Improvement Plan based on the AAR findings and recommendations

Multnomah County Emergency Management is available to support departments/divisions on the development of the After Action Report and Improvement Plan.

Once an initial review is conducted, departments/divisions will be notified of the scoring which will include recommendations, if needed. An example of the scoring matrix is in Figure 6.1

DCS - Department of Community Services		Director's Office	Business Office	Animal Services	Elections	Land Use Planning	Transportation Bridges	Transportation Roads
Annex Documents	Approvals							
	Mission Essential Functions							
	Continuity Personnel							
	Orders of Succession							
	Delegations of Authority							
	Essential Records							
	Essential Systems and Resources							
	Activation/Communications							
	Alternate Facilities							
	Go Kits							
	Devolution							
	Supporting Documents							
	Program Participation							
	Training and Exercise Participation							
TOTAL AVERAGE SCORE								

Figure 6.1 Sample Scoring Matrix

APPENDIX 1

PARTICIPATING DEPARTMENTS/DIVISIONS

The following list of departments and divisions are included in the COOP process and maintain plans that will be assessed annually.

Auditor's Office	DCJ - Business Services	DCS - Transportation Bridges
Communications Office/ Non-Departmental	DCJ - Dept of Community Justice - Adult Services Division	DCS - Transportation Roads
County Attorney's Office	DCJ - Director's Office	Joint Office of Homeless Services (JOHS)
DCA - Budget, Finance and Planning	DCJ - Family Court Services	Library
DCA - Contracting, Procurement & Strategic Sourcing	DCJ - Juvenile Services Division	MCHD - Business Services
DCA - Director's Office	DCM - Administration / Director's Office	MCHD - Corrections Health
DCA - Distribution/Motor Pool	DCM - Assessment, Recording & Taxation (DART)	MCHD - Director's Office
DCA - Facilities & Property Management	DCM - Budget	MCHD - Integrated Clinical Services
DCA - Fleet	DCM - Central Human Resources	MCHD - Mental Health and Addiction Services
DCA - HR and Administration	DCM - DCM Business Services	MCHD - Occupational Infectious Disease
DCA - Information Technology		MCHD - Public Health Division
DCA - Records	DCM - Finance & Risk Management	MCSO - Business Services
DCHS - Business Services	DCS - Animal Services	MCSO - Chief of Staff Office
DCHS - Directors Office / Administration	DCS - Business Services	MCSO - Corrections
DCHS - Intellectual Developmental Disability	DCS - Director's Office	MCSO - Enforcement
DCHS - Youth and Family Services (includes SUN, Community Services, and Domestic Violence)	DCS - Elections	Multnomah County District Attorney
DCHS—Aging, Disability, and Veterans Services Division (ADVSD)	DCS - Land Use Planning	Multnomah County Emergency Management

APPENDIX 2

COOP EVENT CHECKLIST

DRAFT OUTLINE/CONCEPTUAL

Preparedness

1. Do I know where the COOP plan is
2. Are Go Kits maintained (if applicable)

Response

1. Criteria to activate COOP
2. Who makes activation decision
3. Notification Protocol
 - a. few phone calls to leadership or Everbridge notification?
 - b. If Everbridge notification, contact MCEM DO
4. Is an alternate facility needed?
 - a. Yes - make request to FM Dispatch (or Tririga depending on timeline and urgency)
 - b. Yes - Communicate alternate facility information to essential staff
 - c. No - Ensure that telework is tracked in Workday by essential staff
5. Who is in charge of relocation (if moving to an alternate facility)

Recovery

1. Criteria for moving back to primary facility
2. Who makes the decisions to reconstitute
3. Notify FM Dispatch that you are returning to primary facility and alternate facility will no longer be in use

Mitigation

1. Schedule a debrief
 - a. department/division leadership as appropriate
 - b. All employees who participated in the event
 - c. Invite MCEM Training and Exercise Coordinator to help facilitate (optional)
2. Complete an after action report
3. Develop or update the Improvement Plan

4. Follow through and continue to work on recommended and corrective actions identified in the Improvement Plan

ANNEX A: Essential Functions

The DCHS, Aging, Disability and Veterans Services Division (ADVSD) has identified and prioritized the essential functions (EFs) for their area of responsibility. The essential functions identified in this annex are those services and activities that are determined to be critical to the operation of DCHS, ADVSD and must continue functioning during a disruption. [Essential Functions Guide](#)

Category	Description
Recovery Time Objective (RTO)	The RTO is used to prioritize these activities in order of importance. The RTO is the maximum amount of time the function can be interrupted before it must be restored to an acceptable level of operation after an incident. Refer to Figure A.1 below.
Priority	Multiple Mission Essential Functions (MEFs) can fall into one RTO. Additional prioritization helps rank MEFs within one RTO.
Essential Function	Describe the function being performed that is essential to the mission.
RTO Exception Rule	Some MEFs may have different RTOs based on seasonality, calendar year, fiscal year, etc. State the secondary RTO that might be applied to the MEF along with a description of the rule. (Ex.: Annual Budget Planning may be an RTO 4 EXCEPT for two months out of the year where it moves to RTO 1 due to regulatory, statutory or administrative policy requirements.)
Essential Supporting Activities	List or describe the various processes that directly support the MEF
Service Provider/ Support Agency	Any agencies or organizations with a direct line to a person or persons that are needed to support the function. Not applications, software, technology, etc.
Summary of Support Provided	What type of support is being provided? Volunteers, translation services, etc.
Contact Information	Primary point of contact (POC) for accessing the service or the provider

Recovery Time Objective (RTO)		
RTO Tier	Ratings	Time Frame
1	Immediate: These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property.	0-12 Up to 24 hours
2	Critical: These functions can be delayed until Tier 1 functions are restored must be operational within 72 hours.	24-72 hours
3	Necessary: These functions can be delayed until Tier 1 and Tier 2 functions are restored but must be operational within one week.	72 hours - 1 week
4	Important: These functions can be delayed until Tier 1, Tier 2, and Tier 3 functions are restored but must be established within 30 days.	1 week - 30 days

Figure A.1

Table 1: Essential Functions and Priority Order

Table 1 is a basic description of the essential functions for this department/division. These essential functions will inform the need for resources, including personnel, facilities, infrastructure and will help identify interdependencies with other departments and service providers.

Table 1. Essential Functions and Priority Order

RTO Tier	Priority	Essential Function	RTO Exception Rule	
			RTO	Rule
1	1	PG & APS: Ensure 24-hour access for client-related calls		
1	2	Serve as public guardian		
1	3	Provide protective services to older adults and adults with disabilities		
2	1	Operate ADRC Helpline		
2	2	Act as conservator		
3	1	Community Services – Older Americans Act Services		
3	2	ACHP – ensure resident safety through criminal background checks		
3	3	ACHP – ensure adult care homes are monitored and licensed		
4	1	Community Services – Safety Net and OPI		
4	2	LTSS – administer medical programs (QMB, OSIP-M, OHP, PMDDT, CAWEM)		
4	3	LTSS – care services for older adults and adults with disabilities		

Table 2: Essential Supporting Activities

Table 2 is a basic list of the essential supporting activities that support the identified Mission Essential Functions (MEFs). Like the MEFs, supporting activities inform the need for resources, and will help identify interdependencies with other departments and service providers.

Table 2. Essential Supporting Activities

Essential Function 1.1
PG & APS: Ensure 24-hour access for client-related calls.

Priority	Essential Supporting Activities (Processes)

Essential Function 1.2

Serve as public guardian

Priority	Essential Supporting Activities (Processes)
	Triage response
	Determine care/safety plans
	Coordinate care
	Monitoring and court compliance

Essential Function 1.3

Provide protective services to older adults and people with disabilities

Priority	Essential Supporting Activities (Processes)
	Triage new referrals
	Provide individual case/client protective services
	Investigate suspected abuse and document
	Refer to law enforcement as appropriate

Essential Function 2.1

Operate ADRC Helpline

Priority	Essential Supporting Activities (Processes)
	Triage incoming calls
	Provide direct assistance when appropriate
	Provide referrals
	Log I&A calls into call-module
	Triage reports from after-hours contractor

Essential Function 2.2	
Act as conservator	
Priority	Essential Supporting Activities (Processes)
	Receive income and issue necessary payments;
	Evaluate financial needs
	Service and benefits coordination – including court compliance

Essential Function 3.1	
Community Services – Older Americans Act services	
Priority	Essential Supporting Activities (Processes)
	Coordinate services mandated by the Older Americans Act
	Coordinate transportation for non-Medicaid clients receiving life-sustaining treatment
	Verify service capability
	Deliver meals to older adults and people with disabilities

Essential Function 3.2	
ACHP – ensure resident safety through criminal background checks	
Priority	Essential Supporting Activities (Processes)
	Conduct background checks for adult care home operators, managers, caregivers, and other adults associated with licensed homes

Essential Function 3.3	
ACHP – ensure adult care homes are monitored and licensed	
Priority	Essential Supporting Activities (Processes)
	Perform inspections
	Accomplish license renewal applications
	Provide compliance training as needed
	Corrective actions

Essential Function 4.1	
------------------------	--

Community Services – Safety Net and OPI	
Priority	Essential Supporting Activities (Processes)
	Administer ADVSD Safety Net and OPI programs to at risk clients
	Contract oversight
	Eligibility screening
	Prescription assistance
	Emergency housing assistance
	Medical special needs
	Transportation
	Meal delivery for OPI clients

Essential Function 4.2	
LTSS – administer medical programs (QMB, OSIP-M, OHP, PMDDT, CAWEM)	
Priority	Essential Supporting Activities (Processes)
	Screen for eligibility
	Application
	Issue benefits
	MMA problem solving
	Monitor/review for continuation of services

Essential Function 4.3	
LTSS – care services for older adults and clients with disabilities	
Priority	Essential Supporting Activities (Processes)
	Screen for eligibility
	Application
	CA/PS assessment
	Care plan & assign provider
	Case management

Table 3: Essential Functions - External Dependencies

Table 3 lists the identified supporting service providers or agencies that are part of and/or influence each essential function process.

Table 3. External Service Providers/Agencies

Essential Function	Service Provider/ Support Agency	Summary of Support Provided	Contact Information
Home delivered meals	MOWP		
Criminal background checks	LEDS	Processes criminal records checks of individuals working in a care facility	
OAA services	D.C.s and Enhancing Equity partners	Mandated OAA services	
Non-medical transportation			
Benefits distribution(?)			

ANNEX B: Continuity Personnel

Key positions have been identified to fulfill important roles and responsibilities for both the continuity planning process and activation. Some roles may not be required depending on the nature and scope of the disruption. [Annex B Guidance](#)

COOP Role	Responsibility
Liaison	<ul style="list-style-type: none"> • Liaison to the COOP Program Team • Provides direction and guidance on the development of continuity plans • Participates in COOP Team meetings and trainings • Provides updates to their department/division on changes, revisions and updates made to the program
Planning Team Member	<ul style="list-style-type: none"> • Works with the COOP Liaison on the development of continuity plans and annual updates • May participate in the COOP trainings • May act as a backup for the COOP Liaison
Activation Authority	<ul style="list-style-type: none"> • Makes the decision to activate COOP • Makes the decision to begin relocation and/or reconstitution
Relocation Manager	<ul style="list-style-type: none"> • Manages the relocation of key personnel to an alternate facility
Reconstitution Manager	<ul style="list-style-type: none"> • Manages the return of key personnel to primary facility • Ensures the resumption of normal business operations

The DCHS, Aging, Disability and Veterans Services Division (ADVSD) has identified the following personnel to fulfill these roles:

Role	Personnel	Contact Information
COOP Liaison	Lars Fujisato - or should this be a manager? (Administration)	lars.m.fujisato@multco.us 503.988.6547
COOP Planning Team Member	Lars Fujisato - (Administration)	lars.m.fujisato@multco.us 503.988.6547
COOP Planning Team Member	Erin Grahek (CS Mgr Sr)	erin.grahek@multco.us 503.988.9292
COOP Planning Team Member	Brian Hughes (APS Mgr Sr)	brian.hughes@multco.us 503.988.4907
COOP Planning Team Member	Jacob Mestman (Quality Manager)	

Activation Authority	Lee Girard (Division Director 2)	lee.girard@multco.us
Relocation Manager	Senior manager of program	
Reconstitution Manager	Jacob Mestman (Quality Manager)	

ANNEX C: Orders of Succession

Orders of succession are provisions for the assumption of senior leadership positions during an emergency when incumbents are unable or unavailable to execute their duties. They allow for an orderly and predefined transition of leadership. Developing orders of succession for key positions is intertwined with determining delegation of authority. [Annex C Guidance](#)

If feasible, identify key positions by the position title and not by the name of the person currently in the position. If it is more appropriate to list personnel by name the Annex document will need to be updated more frequently.

The DCHS Aging, Disability and Veterans Services Division (ADVSD) has identified the following Orders of Succession:

Division Leadership

Principal Position 1	Designated Successors	
Division Director	1.	Community Services Manager Sr.
	2.	LTSS Manager Sr.
	3.	APS Manager Sr.
Principal Position 2	Designated Successors	
Quality Manager	1.	
	2.	
	3.	
Principal Position 3	Designated Successors	
Adult Care Home (ACH) Manager	1.	Adult Care Home Supervisor
	2.	
	3.	
Principal Position 4	Designated Successors	
Adult Protective Services (APS) Manager	1.	APS Supervisor 1 (Karen Rigmaiden)
	2.	APS Supervisor 2 (Tina Lewis)
	3.	APS Supervisor 3 (Holly Martinez, woc)
Principal Position 5	Designated Successors	
Community Services Manager	1.	
	2.	Community Resource Manager

	3.	
Principal Position 6	Designated Successors	
Public Guardian Conservator (PGC) Manager	1.	PGC Supervisor
	2.	
	3.	
Principal Position 7	Designated Successors	
Long Term Services & Supports (LTSS) Manager	1.	LTSS SE Manager (Tatyana Gannostkiy)
	2.	LTSS East Manager (John Henry Crippen)
	3.	LTSS West Manager (Marina Khalina)
Principal Position #	Designated Successors	
	1.	
	2.	
	3.	
Principal Position #	Designated Successors	
	1.	
	2.	
	3.	
Principal Position #	Designated Successors	
	1.	
	2.	
	3.	

Inclement Weather FAQ's

- A. [Inclement Weather Decisions and Communications](#)
- B. [Essential Employees](#)
- C. [Designation of Essential Employees in a Long Term Weather Event](#)
- D. [Arrival and Departure Times During Inclement Weather](#)
- E. [School Closures and Administrative Leave Eligibility for Local 88 Employees](#)
- F. [Working from Home and Reporting to Alternative Work Sites](#)
- G. [Timekeeping](#)
- H. [Breaks and Meal Periods](#)

A. Inclement Weather Decisions and Communications

01. Who is responsible for closing or curtailing county operations due to inclement weather?

- A. The Chair, Chair's Chief-Of-Staff, Chief Operations Officer, or other Chair designee is responsible for determining when to close or curtail county operations due to situations affecting the health or safety of employees and/or the public. Department Directors and Elected Officials or their designees are responsible for making those decisions at the department level.

02. How are county operation decisions made during inclement weather?

- A. County staff members collect weather related data from a range of reliable sources. A network of administrators then makes a recommendation to the chair, department directors, and elected officials on whether any closures or schedule changes will occur.

03. When are inclement weather decisions made?

- A. The county's goal is to make the most appropriate decision for our clients and staff based on available information. When closure or curtailment of operations due to weather is expected on the morning of a business day, every attempt is made to decide about facility closures and schedule changes the evening before.

For an unexpected or a less definite situation, every attempt is made to make a decision by 5:30 a.m. Weather and road conditions will be monitored throughout workdays to determine whether the county needs to curtail operations.

- 04.** If a decision is made to close or curtail county operations, how will I know whether my work site is opening late or closed?
- A.** If the Chair's Office makes a decision to close or curtail county operations, the decision is relayed to the departments, the news media, the county's website, and the county's inclement weather phone line (503-988-4633). Each department is required to inform affected employees immediately of revised opening times or office closures through a method previously communicated to employees. The notification can be by phone tree, posting such information on the department website or phone line, or any other reasonable method.
- 05.** It is snowing where I live, but I have not seen any communication stating that the Chair has declared an inclement weather event or my department director has closed or curtailed operations. Should I report to my work site at the normal time?
- A.** It is the policy of the county that employees are expected to make every effort to come to work on time to serve the public.
- If you are not contacted or have obtained no information regarding closure or curtailment of county operations, offices will open at their regular starting times and all employees are expected to report to work on time.
 - If the county has announced a revised or delayed opening time, then employees are expected to report to work at the new designated opening time.
 - If a closure is announced, only essential employees are expected to report to work.

B. Essential Employees

- 01.** What does it mean to be designated as an essential employee?
- A.** Essential employees are expected to report for duty on time and remain at work until the end of their scheduled shift even if the county closes or curtails operations due to inclement weather.
- 02.** How do I know if I have been designated an essential employee?
- A.** Each department has a procedure for identifying and informing essential employees who are required to report regardless of the closure or curtailment of county operations. Essential employees should know their essential status prior to inclement weather. Employees should ask their

supervisors if they are unsure of their status. By October 1 of each year, departments are required to post a list of employees designated as essential. Those lists are posted [on the Commons](#).

03. What happens if I am designated as an essential employee, but I do not come to work during an inclement weather closure or curtailment of operations?

A. Essential personnel who do not report and have an unplanned absence may be asked to provide verification to explain the reason for not reporting and could be subject to discipline.

04. I am designated as an essential employee, and the county is closed due to inclement weather. I am unable to arrive at work by my designated starting time during inclement weather. Do I receive administrative leave for the time I missed or do I need to use my leave accruals?

A. No, essential employees are not entitled to administrative leave when they do not come to work due to inclement weather. Employees designated as essential are required to report to work at the designated time and may face discipline for failure to do so. Essential employees must use accrued vacation, comp time, saved holiday, personal holiday hours, or take unpaid leave. In lieu of using accrued leave, they may also flex their schedule to make up the hours with supervisor approval or take unpaid leave.

Essential employees are entitled to administrative leave if they are directed to stay home or sent home early due to a closure from inclement weather.

05. Can essential employees be assigned duties outside of their normal responsibilities?

A. Yes, all employees, including essential employees, can be assigned other duties and/or directed to report to a different worksite.

06. Can essential employees work from home?

A. Yes, with their supervisor's permission and if their essential duties can be performed from home.

C. Designation of Essential Employees in a Long Term Weather Event

01. What is meant by long-term inclement weather?

A. If inclement weather causes the county to close or curtail operations cumulatively of four days of disrupted operations in a seven day period **or** lasting two consecutive days or more **or** occurs on a date and time that would disrupt a critical County function that must be executed during the time frame of the closure/operations curtailment.

02. What can happen in long-term inclement weather?

A. Employees who are not usually designated as essential may be directed to return to work during the county's closure. This is to ensure that crucial county operations are continued even while the county is closed.

03. I'm a Local 88 employee that is not regularly designated as an essential employee. Do I receive any extra compensation if I'm directed to work during a closure?

A. Yes, Local 88 employees who are not in an assignment designated as essential, but are directed to report to work during a closure due to inclement weather shall receive a 20% premium on all hours worked during a closure.

04. Can non-essential Local 88 employees volunteer to come in and work when the county is closed with supervisor or manager approval?

A. Yes, and they receive the 20% premium pay for the hours worked.

05. If I'm designated as an essential employee in long-term inclement weather, how long does the designation last for?

A. The designation lasts for as long as the inclement weather causes the county to have closures or until your supervisor tells you the designation is removed.

06. What is an example of an employee who may be designated as essential during long term inclement weather?

A. An employee may not normally be scheduled as essential, but due to the inclement weather lasting for a prolonged period, or there is a critical business need that must be performed, the employee may be designated as essential for a period of time. Examples of this would be inclement weather during a time when services need to be performed or there would be harm to citizens, employees or property, during a payroll period, other jurisdictions such as the courts are working, etc.

D. Arrival and Departure Times During Inclement Weather

- 01.** The county is on a delayed opening at 10:00 am, but I'm not able to make it to work by then. My schedule normally starts at 8:00 am, but I am unable to make it until 11:00 am. Am I entitled to administrative leave from 8:00 am to 10:00 am?
- A.** Yes, you will receive administrative leave from 8:00 am to 10:00 am, but you must charge one hour, from 10:00 to 11:00 am, to an appropriate leave category or with supervisor approval, flex your schedule to make up the hour.
- 02.** My work site is opening later than normal because of weather. If I am scheduled to arrive at the revised opening time will I be paid for a full work day?
- A.** You will be paid for a full day if you arrive by the revised opening time.
- 03.** My work site is opening later than normal because of weather. My normal work shift starts before the revised opening time. When should I report to work?
- A.** Employees will normally report at the revised opening time. However, you may report earlier than the revised opening time if you have approval from your manager/supervisor and the building is safe and ready for staff prior to the revised opening time.
- 04.** My work site is opening later than normal because of weather. My normal work shift starts after the revised opening time. When should I report to work?
- A.** Report at your normal reporting time.
- 05.** What if I am told by my supervisor to not come to work because the facility I work at is closed and there are no safe alternative work sites for me to be reassigned to?
- A.** An employee who is directed by the county or his/her department not to report for work due to facility closure or other conditions shall be compensated for regularly scheduled hours until such time as the facility or office reopens and/or the employee is reassigned to another work location. Those hours are coded as administrative leave.
- 06.** My schedule is 8:00 am to 5:00 pm. The county's operations are curtailed, so that employees can leave at 3:00 pm. I am a represented employee and left at 2:00 p.m. before the inclement weather decision was made because the roads were reported to be hazardous in my neighborhood. Do I get paid for the two hours that the county's operations were curtailed?

A. Yes, you receive administrative leave for the two hours from 3:00 to 5:00 pm. You must charge the one hour, from 2:00 to 3:00 pm to an appropriate leave category or with supervisor approval, flex your schedule to make up the hour.

07. If the county Chair decides that buildings are opening at 10:00 a.m. due to inclement weather, but the department says some employees need to arrive by 9:00 a.m., do such employees get the administrative leave from 9:00 a.m. to 10:00 am if they don't arrive until 10:00 a.m.? Or does the department directive override what the county has stated?

A. Employees are responsible for following the call in procedure prescribed by their department. Department directive overrides what the county states on the radio, TV or county web page, as those messages are generally geared toward the public as customers.

In the event of delayed openings, departments have a right to determine who among non-essential employees needs to arrive at their normal reporting time. The county may announce a building is opening to the public at 10:00 a.m., but the department can direct employees to arrive at 9:00 a.m. to prepare the building for the public.

For example, employees who work an 8:00 am to 5:00 pm schedule, and are directed to arrive by 9:00 a.m., but did not arrive until 10:00 a.m., will receive one hour of AL01 for 8:00 a.m. to 9:00 a.m. They will need to charge from 9:00 to 10:00 am to an appropriate leave category or with supervisor approval, flex your schedule to make up the hour.

08. What if a department has a technical problem when putting a message on the inclement weather phone number? For example, on the morning of the snow event it was 6:30 a.m. by time the late opening message was implemented and due to the delay in notifying employees of the delayed opening, some employees arrived at their normal 8:00 a.m. starting time. Can they leave early since others get a free two hours off?

A. Employees who arrived at their normal start time need to work their regular shift. A department being unable to update their inclement weather phone number is not a justified reason for employees to leave early.

E. School Closures and Administrative Leave Eligibility for Local 88 Employees

01. Are there special rules regarding Local 88 employees eligibility for administrative leave when there are school district closures?

A. Yes, a Local 88 employee may receive administrative leave if they miss work due to inclement weather in the following sequence of events: (1) school district where the employee lives closes, (2) employee takes leave, and then (3) County closes. However, they are only entitled for administrative leave for hours that the county is closed during their regular shift.

02. The County has announced that operations will be curtailed, and county offices will open at 10:00 am. Employees are directed to report to work at the revised opening time. My children’s school just closed, and I need to stay home to provide daycare. I normally work an 8:00 am to 5:00 pm schedule. Do I get any special consideration for this during inclement weather events?

A. Yes, you receive administrative leave from 8:00 to 10:00 am. You must then charge the remainder of your shift to the appropriate leave category or with supervisor approval, flex your schedule to make up the hours missed.

03. Prior to the inclement weather, I arranged to take a vacation day or sick day. There was inclement weather that caused the county to close and the school district I lived in closed. Do I receive administrative leave for the time that the county was closed?

A. No, in order to receive the administrative leave, it must be because you are dealing with the inclement weather. Since you requested leave prior to the inclement event, you must charge the appropriate leave category.

F. Working from Home and Reporting to Alternative Work Sites

01. May I work from home during inclement weather if I can access email and/or perform other county work from my home computer?

A. Only if you have your manager or supervisor’s approval.

02. I can’t get to my work site, but I can get to another work site. Should I report there?

A. If your work site is closed or you are unable to get to your work site, your manager/supervisor may direct you to report to another work site, or may

approve your request to report to another work site if you can perform your duties at an alternative site.

- 03.** I work in a school-based position. My school is closed due to inclement weather, so I am unable to report to my work site, but the county remains open. What should I do?
- A.** Contact your manager/supervisor who may direct you to report to another work site. If there is no work available to you, then you will be paid administrative leave for all of your regularly scheduled hours.
- 04.** If the county is entirely shut down due to (more extreme) inclement weather, am I expected to work if the event falls on my telework day?
- A.** Yes, telework employees are expected to work their normal shift, unless they are unable to perform their duties and have received permission from their supervisor/manager to take administrative leave.
- 05.** Are telework employees entitled to administrative leave if there is a two hour delayed opening of county buildings due to inclement weather?
- A.** Telework employees are not entitled to the two hours administrative leave granted to employees who report to a county building. Telework employees are expected to work their normal hours unless they are unable to perform their duties and have received permission from their supervisor/ manager to take administrative leave.
- 06.** I asked to telework because of weather conditions, and then the county closed early. Do I have to continue teleworking for my full shift or can I stop working and receive administrative leave from the time of closure to the end of my shift?
- A.** Yes, if there is work that can be performed, an employee who asked to telework before the county closes must continue working for the remainder of their shift or ask their supervisor to use accrued leave.
- 07.** The County closes operations at 6:00 am for the entire day and an employee is regularly scheduled to telework on day later in the week or has a telework arrangement that requires the employee and their supervisor reach a mutual agreement to telework on a specific date. Can the employee be required to telework on the day of the closure rather than taking administrative leave?
- A.** No, since the employee is not regularly scheduled to telework on the date of the closure, they can't be compelled to telework.

G. Timekeeping

- 01.** What are the possible time codes that can be used during an inclement weather event?
- A. Worked Time
 - B. Ad-Hoc Administrative Leave
 - C. Comp Time Taken
 - D. Saved Holiday
 - E. Personal Holiday
 - F. Unpaid Leave
 - G. Vacation Leave
- 02.** Operations were curtailed and non-essential employees who were at work were allowed to leave early. How do I record my time?
- A. Non-exempt FLSA Employee (meaning can accrue overtime):** If you left at the time or after offices were closed, the time for your remaining shift should be coded as administrative leave. If you left before offices were closed, you must use vacation or some other appropriate paid leave time for all hours of your shift that the county was open.
 - B. Salaried Employee:** Salaried employees who are exempt from overtime and worked part of the day should record the hours as regular worked time. Salaried employees only need to code full days on or off work (the exception is for partial day FMLA/OFLA absences). If the county was closed for the full day, salaried employees should record the time as administrative leave.
- 03.** I arranged for vacation or sick leave prior to the inclement weather. The county ended up closing on the day I was already out on leave. How should I code my timesheet?
- A.** Employees who are already in an approved leave status will remain in that status and cannot change their time to administrative leave.
- 04.** I'm scheduled to be off work on my observed holiday. The county closes for the day due to inclement weather. Do I have to use my holiday hours or can I receive administrative leave?

- A.** If we are closed on your observed holiday, you must code the day as holiday leave rather than administrative leave since you were already in leave status prior to the inclement weather.
- 05.** What if county operations are not curtailed or closed, but an employee is late, leaves early, or misses a full day of work due to concerns about road conditions?
- A.** Managers and supervisors may allow FLSA non-exempt employees who encounter unusual difficulty in their commute to flex their schedule to make up for missed hours or charge their non-worked time to vacation, comp time taken, saved holiday, personal holiday or unpaid leave.
- 06.** How are shift premiums impacted during inclement weather events?
- A.** If an employee has shift differential built into their schedule then the premium will pay on all paid time. If the shift differential is not built into their schedule, but they were scheduled to work a shift eligible for the premium, only actual time worked should be coded with the premium.
- 07.** For those staff who, for various reasons, did not get the message that the county was on a delayed opening at 10:00 am, and they arrived at their work location at their usual work start time, how will they be coding their time?
- A.** Employees who did not get the message to report at 10:00 a.m. and arrived at their normal report time need to code their time as regular time worked. Employees who arrived at their normal start time need to work their entire regular shift. An early arrival does not create administrative leave time for use at the end of the day or on another day.
- 08.** Can I use my administrative leave at another time?
- A.** No. The administrative leave must be used on the day of the inclement weather during the designated time of the curtailment or closure of operations.
- 09.** Do on-call and temporary employees receive administrative leave pay during inclement weather closures?
- A.** Yes, on-call employees and temporary are entitled to paid administrative leave for hours scheduled to work during a closure.
- 10.** An employee works 8:00 am to 5:00 pm. The county has a delayed opening to 10:00 am. The employee arrives at 10:00 am, but asks to work until 7:00 pm to make up the hours missed, so the employee works 8 hours. Does the employee

receive two hours of administrative leave and two hours of overtime from 5:00 pm to 7:00 pm?

A. Yes.

H. Breaks and Meal Periods

01. Do employees get a meal period if they work less than 6 hours due to a late opening?

A. Employees are not entitled to a meal break unless they work a minimum of 6 hours (excluding any administrative leave time), but supervisors can give them an unpaid meal break if the employee requests it. If an employee normally takes an hour lunch, they can opt to take shorter lunch than usual, but the minimum meal break is 30 minutes.

02. The county opened at 12:00 pm on a day an employee was scheduled to work 7:00 am to 4:00 pm. The employee worked 4 hours from 12:00 pm to 4:00 pm and did not take a lunch. How does the employee code their time? Are they eligible for 5 hours of administrative leave and 4 hours of regular time, which would put them into an overtime situation?

A. The employee doesn't get overtime on this day. Administrative leave is to make the employee whole for missed time and does not trigger an overtime situation. They would record their time as if they took a lunch break and worked the entire day. Their time entry should reflect 4 hours of administrative leave and 4 hours of regular time.