



Resolution #2022-02-15

Adoption of Business Continuity Plan

WHEREAS the West Multnomah Soil & Water Conservation District (“District”) updated its Long Range Business Plan in June 2021;

WHEREAS as part of this update the Board adopted a Strategic Direction (Strategic Direction #2) centered on the health of the District as an organization;

WHEREAS goal 2.5 of Strategic Direction #2 (Organizational Health) is to “ensure continuity of all District business and processes;”

WHEREAS goal 2.5 identifies the need for the District to develop a Business Continuity Plan;

WHEREAS the District desires to have a Business Continuity Plan in place to recover as quickly and effectively as possible after a major disaster, such as an earthquake, or other disruptive occurrence; and

WHEREAS the District has reviewed best practices related to disaster recovery and has incorporated these practices where applicable into this Business Continuity Plan;

NOW, THEREFORE, BE IT RESOLVED that the District adopts the Business Continuity Plan in **Exhibit A**, which is attached to this Resolution and incorporated herein by reference.

APPROVED AND ADOPTED BY THE BOARD OF DIRECTORS THIS 15th DAY OF FEBRUARY, 2022.

George Sowder, Board Vice-Chair, or Designee

Date

ATTEST:

Shawn Looney, Board Secretary, or Designee

Date



WEST MULTNOMAH
Soil & Water Conservation District

BUSINESS CONTINUITY PLAN

Working Version 17 – February 10, 2022

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Executive summary

Purpose of this plan

This Business Continuity Plan (BCP) is intended to help the District recover from a disruption in service and to help staff and board plan appropriately, act accordingly, and recover after any major disaster that may strike our office building or broader area. Particular focus is given to a Cascadia Subduction Zone earthquake. Given the anticipated scale of this future event, if we are fully prepared for this event, we will most likely be prepared for other events of a smaller scale, e.g. an office building fire. Thus any component of the plan can be scaled to fit any level of disruption to regular work.

The intention of the BCP is to also help us start thinking and planning how our conservation work will change after a major disaster, and how, we, as a local government entity can help our district after a disaster.

Why plan?

Earthquake experts predict moderate damage to the Portland area, however in a worst case scenario, there is a possibility that the District office could be demolished, many staff and board could perish or be left without a habitable home, the condition of the land within the district could be devastated, how we serve our district might need to significantly change for a period of time, and our tax base may be significantly impacted in the months/years that follow.

Oregon preparedness experts recommend that residents should be prepared to be self-sufficient with water and supplies for a minimum of two weeks. Municipal or private sector emergency services are likely to be rapidly depleted and heavily taxed and without access to fuel. Communications are expected to be disrupted for at least two to three weeks.

Objectives of this plan

- 🌱 Reduce employee injury or loss of life and minimize damage and losses.
- 🌱 Provide support to employees and employee families during an event so that employees know that the safety of their families has been addressed, and that employees will therefore be available to work and help restore agency function.
- 🌱 Facilitate effective decision-making to ensure that agency operations are restored in a timely manner.
- 🌱 Identify advanced arrangements and procedures that will enable the agency to respond quickly to an emergency event and ensure continuous performance of critical business functions.
- 🌱 Protect essential facilities, equipment, vital records, and other assets.
- 🌱 Reduce and mitigate disruptions to business operations.
- 🌱 Identify managers and other staff who might need to be relocated depending upon the emergency.
- 🌱 Identify teams which would need to respond to a crisis and describe specific responsibilities.
- 🌱 Identify alternative courses of action to minimize and/or mitigate the effects of the crisis and shorten the agency response time.

- 🌱 Recover quickly from an emergency and resume full service to the public in a timely manner.
- 🌱 Quantify the impact of any kind of emergency in terms of dollars, time, services, and work force.

Roles and responsibilities

The Leadership Team is responsible for initial plan development and approval. The Safety Committee is responsible for conducting periodic reviews of the plan as a means of maintaining it and keeping it up to date. The Safety Committee will engage the Leadership Team on matters that fall outside of the Safety Committee's scope.

Staff provide input and feedback on plan development and participate in maintenance and trainings.

The Board of Directors is responsible for any policy development that is needed for plan implementation and for providing feedback. The board will also participate in trainings.

Use of this plan

It is suggested that readers wanting to get an overview of this plan as to why it was created and how it is organized should first read *Section 2: Preparedness and Mitigation – Plans, policies, practice*. *Section 1: Recovery – What to do after a disaster* is written to operationally guide implementation of the plan after a disaster strikes. *Section 3: Resources and references* and the appendices provide supporting material and other information for disaster preparedness and planning.

Section I: Recovery – What to do after a disaster

Section 1 is a set of steps for staff and board to follow after a disaster. Related policies and procedures are listed in Section 2. This section includes actions related to rebuilding, re-employment, and repair to infrastructure and operations. Best efforts should be made during rebuilding to improve upon prior conditions in order to reduce pre-disaster risks inherent in the community and infrastructure.

Plan overview framework

Table 1 shows a snapshot of essential functions following a disaster. Each phase is expanded on in the section below the table.

Note: Timelines are a best guess. The timeline should be modified based on what disaster planning experts think we will be facing with respect to return of infrastructure needs. Actual timelines will be implemented based on what we discover is possible after an event.

Table 1: Timeline after a disaster


Stage after the disaster	Essential steps	Infrastructure needs	Primary responsibility
Stage 1: Event up to 3 weeks	1. Employees are accounted for, safe, and secure	1. Home preparedness kits; supplies 2. Methods of communication (phone, in-person, satellite/radio devices)	Individual employees are responsible for themselves and not expected to "return to work" until personal situation is stabilized with a safe base to work from
Stage 2: Weeks 2-3	1. Internal crisis communications initiated to make contact with board and staff – known status of all 2. Board initiates Delegation of Authority based on who is able to work 3. Begin to bring back essential administrative functions	1. Methods of communication (phone, in-person, satellite/radio devices) 2. Access to internet/means of payment	District Manager (DM) Leadership Team (LT) Board Chair
Stage 3: Weeks 3-5	1. Administrative operations up and running 2. External crisis communications initiated. 3. District available as resource to greater community as we are able 4. District applies for Federal Emergency Management Agency (FEMA) funding and assists USDA Natural Resources Conservation Service (NRCS) Program Participants with funding applications	1. Phone, Internet 2. Physical base of operations	Leadership Team Available conservationists
Stage 4: Week 5 to 4 Months	1. Administrative functions expanded. 2. Move from crisis to essential communications. 3. Begin assessments of District and its conservation needs 4. Essential conservation functions begin	1. Phone, Internet 2. Rural roads open	Conservationists
Stage 5: 4-6 Months	1. Base of operations, administrative functions restored 2. Essential conservation functions expanded 3. Repair of existing conservation projects. Resume regular conservation work	Some semblance of normal infrastructure	All
Stage 6: One Year	1. Resume normal operations 2. Long Range Business Plan (LRBP) priority based on capacity and operability.	Understanding of the new normal and constraints therein	All

Stages after disaster and procedures


Stage I – Take care of self and family

(Estimated time: Event up to 3 weeks)


Take care of yourself and your family, friends, pets:

 In the immediate aftermath of a disaster, assess and manage your immediate needs. This includes your personal safety and access to food, water, shelter, first aid, and supplies. To the best of your ability, get in touch with family and friends to let them know you are okay and to find out how they are. There will likely be a total loss of cell phone, email, and landline communication for up to three weeks (as estimated by local authorities) so reestablishing communication with loved ones may take some time.

Utilize neighborhood pods and connect with people in your immediate vicinity:

 Emergency responders will likely be overloaded and unable to respond quickly. Connect with your neighbors and anyone in your area as a way to support and help each other.

Take care of your physical and mental health:

 Start accessing medical resources, mental health counselors, and other support centers as they become available in your area.




Stage 2 – Bring back essential administrative functions

(Estimated time: weeks 2-3)

Table 2: Essential job functions to be prioritized in Stage 2 of the District’s recovery. District manager will assign essential functions to staff based on function priority and capacity of staff.

Job functions	Department	Relevant duties for Business Continuity Plan
Crisis communications - internal	District Manager; Operations	Communicate to board and staff during a disaster. May include providing support to staff or guidance on pay, work expectations, etc.
Personnel management (human resources and benefits)	Operations; Finance	Functioning ADP Payroll
		Emergency paid time off
		Life insurance processing
		Disability claims (short and long-term)
		Helping staff with worker's comp
		Access to Employee Assistance Programs (EAP)
Personnel management	District Manager; Operations	Insurance claims
		Coordinate with staff and board members
		Maintain a safe, positive and collaborative work environment
		Supervise staff members directly and indirectly. This includes the authority to make hiring decisions
		Ensure that the District meets all local, state, and federal personnel and safety laws
Fiscal and cash management	District Manager	Ensure that the District is inclusive of and values diversity
		Act as a signer on checks and contracts up to dollar amount set by the Board
Board support	District Manager	Approve all expenses, ensure fiscal controls are operating properly and that state contracting laws are being followed
		Provide support, information, and recommendations to the Board
Conservation project management	Conservation	Identify ways to focus board energy -- assist the board in determining which tasks need to be done by board members and which ones should be done by staff
		Herbicide management: Dangerous if spilled or damaged during a disaster. Status of herbicide storage will need to be assessed after a disaster

Establish methods of communication internally within the District:

-  District manager will activate communication using the emergency phone tree method outlined in Section 2: Phone tree.
-  Satellite communication devices (and/or long-range radios/walkie talkies) will be purchased in FY22 and housed at the District’s office, the District Manager’s home, the Controller’s home, and the Board Chair’s home. Additional staff may have personal devices available as well. See the Phone tree for those with active communication devices. In the immediate aftermath of the disaster, this may be the only means of communication. If you have access to one of these devices, attempt to contact other staff members.
-  Once methods of communication have been established, contact staff, Leadership Team, District Manager, and the Board of Directors. Determine who the survivors are, where they are located, what their immediate needs are, and if the District can help.

Succession and delegation of authority:

- 🌿 If any staff members have perished, or are unable to work based on the check-ins established using the phone tree, staff roles will be filled according to the Chain of Command section in Section 2 which outlines where Board approval is needed to fill vacancies.

Begin assigning essential functions:

The District Manager will assign available staff members to begin completing the high priority essential functions including:

- 🌿 Implement administrative hierarchy:
 - 🌿 Financials up and running (accounts payable, accounts receivable, payroll, access to finances); human resources and staff benefits
 - 🌿 Make contact with banks; determine status of accounts
 - 🌿 If staff perish; initiate benefits processing (life insurance)

Damage assessment – staff, board, office:

- 🌿 The office: The status of the office and all District equipment (computers, vehicles, etc.) will be assessed and documented with photos and video by the District Manager with assistance from the Controller and the Office Manager.
- 🌿 Personnel: Check-ins will be done with each staff member using the phone tree communication method to determine what they need to be able to return to work and if they are ready to return to work. This includes the logistical, physical, and mental readiness of each employee to resume work.
- 🌿 Board: The Board will initiate communication using their own phone tree. The Board Chair and District Manager will then work to make contact with each other and provide updates on the status of the Board and the status of the staff.

Establish a physical base of operations:

- 🌿 In the event that the District's leased office space is unusable, an alternative base of operations will be established at the home of a staff member. Depending on whether or not travel across the Willamette River is safe and accessible, there may be two bases of operations established, one on each side of the river. Once this base is established, assess a safe route to and from your home. Determine if you are safely able bike or walk places and if you are able to cross the river. If you are not able to access the base of operations, alert your phone tree contact.


Stage 3 – Continue implementing essential functions

(Estimated time: Weeks 3-5)


Table 3: Essential functions to be prioritized during Stage 3 of the District’s recovery.

Job functions	Department	Relevant duties for Business Continuity Plan
Fiscal management	Operations; Finance	Processing of business insurance claims (vehicles, office property, laptops, phones, etc.)
Contract management	Operations	Payroll - ADP
		IT - Cogent IT
		Facilities - Montgomery Park/Unico / Building manager/leasing office
		HR - HR Answers /SDAO
Fiscal management	Operations; Finance; Conservation	Continue overseeing contracts and grants administration, keeping abreast of pertinent laws, regulations, and best practices that relate to the District’s public contracting work
Fiscal management	Finance	Serve as the Budget Officer during the development of the District’s annual fiscal year budget; ensures compliance with Local Budget Law.
		Facilitate and assist external financial auditors. This will still need to be done even after an emergency. Coordinate with outside firm conducting District Audit and provide documents required by Auditor and respond to questions from Auditor.
Crisis communications - external	Communications; District Manager	Communicate the District’s messaging to partners (group communication; not individual partners) during a disaster. May include updates on District status; providing supportive message to the conservation community; responding to coordinated relief/conservation efforts
		Communicate the District’s messaging to the public during a disaster. May include status updates on District work; providing supportive message to the community; responding to inquiries for help


Continue assigning essential functions:

-  The District Manager will assign available staff members to begin completing essential functions.


External crisis communications initiated:


-  District Manager establishes contact with the Special Districts Association of Oregon (SDAO), the U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS), the Special Districts Insurance Services (SDIS), the Oregon Department of Agriculture (ODA) and WHA (our insurance) to update them on our status. Maintain communication with these groups and any other essential partners as we continue the recovery process.

Apply for emergency funding for the District:

-  Submit grant applications for federal funding through the Federal Emergency Management Agency (FEMA). Be in contact with SDAO and NRCS for other emergency funding resources.

District available as resource to greater community:

-  Determine how the District can assist the community. Start working with existing customers to understand what assistance they need.

 If the District has brought back essential administrative functions and we have the capacity to offer conservation help, then begin external communications with District members. Use the District's blog, social media accounts, and email newsletter mailing list to share disaster information and resources with the community. Start reaching out to our full customer database. Begin the conversation on how the District can best serve them at this time.

Stage 4 – District begins essential conservation functions: Assessments and mitigation

(Estimated time: Week 5 to 4 months)

Table 4: Essential functions for Stage 4 of recovery.

Job functions	Department	Relevant duties for Business Continuity Plan
Conservation project management	Conservation	Tracking of ongoing conservation projects and how they have been affected by disaster – with priority placed on our long-term projects such as the Sturgeon Lake Restoration Project, Lower McCarthy Creek Wetlands and Healthy Stream project sites.
		Ensure all District contracts are being fulfilled
Conservation project management	Conservation	Technology upkeep: database (Microsoft Access), Fulcrum app, and GIS
Conservation project management	Conservation	Vehicles, tools and equipment management: Needed for district to resume work

Damage assessments to projects/properties (i.e., slides, erosion, and wildfire):

- 🌿 Work to understand what the new physical condition of the district is. Determine what the access is to long-term projects (i.e. Sauvie Island, wetlands) and what their status is. Conduct drone surveys of long term projects and determine what recovery work is needed. This will include assessing what the flow path of Dairy Creek has become and if the Sauvie Island levees are intact. Based on these findings, create a new list of the District’s conservation priorities.

Mitigation – Seek to avoid long-term ecological repercussions:

- 🌿 Determine if there are additional urgent conservation functions that need to be addressed in the district, or if new conservation needs have arisen as a result of the disaster.
- 🌿 Establish if there are any emerging threats such as an increase in invasive species from out-of-state emergency response teams or severe erosion in the District. Make a plan for what role the District can play in response.

Stage 5 – District expands conservation functions

(Estimated time: 4 to 6 months)

Emergency funded projects:

- 🌿 Continue/complete work on projects where the District is using emergency funding or grants. Ensure that the District has completed the required work for each grant.

Repair of existing conservation projects:

- 🌿 Staff will begin to resume regular conservation work.

Stage 6 – Back to “new” normal operations

(Estimated time: one year)

Understanding of the new normal and constraints therein:

- 🌱 Assess the status of our tax base. Loss of homes or lives may mean unpaid taxes. Ensure adequate reserve funds exist.
- 🌱 Assessment of District’s response to disaster, and what should be changed in the future.

Resume regular work:

- 🌱 Staff return to regular work. Assessment of Long Range Business Plan (LRBP) is a priority based on capacity and operability.

Section 2: Preparedness and mitigation – Plans, policies, practice

Preparedness involves creating plans, policies, and procedures designed to save lives in an emergency or to reduce the effects of disasters if they do happen. An effective recovery mitigation plan is scaled to meet the district's needs, is cost effective, is fundable, can be integrated into daily operations, will address multiple threats, is able to be maintained/updated and implemented by staff. Consider the following for each department.

Potential scenarios – Planning for the highest level of impact

West Multnomah Soil & Water Conservation District is located in an area that experts predict will be severely impacted by a Cascadia earthquake eventⁱ. There is also a risk to the District from a Portland Hills Fault earthquake. There have been fewer Portland Hills Fault earthquakes than Cascadia earthquakes in the past and thus there is a lower probability of one occurring than there is of a Cascadia event occurring. A Portland Hills Fault earthquake would likely not be as strong as a Cascadia subduction zone earthquake, but it would be extremely impactful for the District since the epicenter would be much closer to Portland than the epicenter of a Cascadia earthquake.

The severity of these two risks depends on multiple factors including time of year and time of day of an event – if an earthquake occurs in the summer or winter months, and if it occurs during the day or during the night – as well as how strong the earthquake isⁱⁱ.

The impacts of an earthquake will be more severe if it occurs during the winter months and/or during the daytime. During the wetter winter months, the ground will be more saturated and there will be a much higher risks of soil liquefaction and landslides, resulting in greater damage.

If an earthquake occurs during the day, more people will be at work or school in building types that are more vulnerable. The District must be prepared for a scenario where staff are both in the leased office space, working from home remotely and also out in the field. The District will need to maintain a stock of emergency supplies (including water, sanitation, first aid, and shelter) at the office and in District vehicles and staff with approved home office work locations will be expected to do the sameⁱⁱⁱ. The District must also maintain mitigation procedures to best prepare and protect essential organizational functions.

Though an earthquake in the summer months is expected to have a smaller impact, there are still many risks. Typically, large earthquakes result in fires starting from oil spills, gas leaks, etc. During the drier summer months there will be a higher risk of large fires. The Critical Energy Infrastructure (CEI) Hub in the Linnton neighborhood (known by many as the “tank farms”) is a likely source of large fires following an earthquake^{iv}. Experts predict the ground beneath these oil tanks will liquefy, resulting in large oil spills and fires^v. The CEI Hub is in Northwest Portland near the current location of the District office, which means there is a risk to the District office from these fires.

If an earthquake occurs at night, when staff are at their homes, a main challenge for the District will be re-establishing communication with staff and the Board of Directors. Regular lines of

communication are expected to be down for an estimated three weeks, and the Willamette River will most likely be difficult or impossible to cross. Initially, the only way to contact each other may be by foot travel.


Essential functions

Resuming essential functions will be necessary for the District to continue fulfilling its mission after a disaster. In the event that staff members who are currently responsible for these functions become unable to perform their duties after a disaster, the District Manager will assign available staff members to complete each of these functions based on function priority and staff availability. The procedures for some of the essential functions listed in Section 1 are written below. Each procedure document details the steps that are needed in order to perform an essential function in the Finance, Administrative, and Conservation areas. These procedures are intended to help staff members who lack experience in one of these areas to step in and complete the function.


Procedures I – Human resources/Personnel management

Department: Controller and Office Manager

Payroll:

 Functioning ADP payroll and continuing to pay staff is a top priority after a disaster.


Department staff or designee will work with external payroll processor using the following contact information: ADP Client Service Center, [ADP.com](https://www.adp.com), 800-808-3959; 877-815-6427, Customer # 21614557. Payroll could potentially be delayed if no modes of communication (phone or internet) are available.


 Additionally, the District Manager or Board Chair will make use of all available sources (Federal and State Disaster Relief funding, business insurance, contingency funds, etc.) to enable Emergency Paid-Time-Off (modeled after COVID-19 leave) for up to one month for those unable to work in the aftermath of a disaster.

Benefits:

Department staff or designee will work with external benefits (health, workers compensation, short-term, long-term, and life insurance, and Employee Assistance Programs) processor using the following contact information:

Special Districts Association of Oregon [SDAO] and Special Districts Insurance Services [SDIS]

 General inquiries: 800-285-5461 / memberservices@sdao.com; [SDAO.com](https://www.sdao.com)

 Employee benefit insurance related inquiries: Kristi Allm: kallm@sdao.com Direct: 503-371-8667 ext 150; Shelly Barker: sbarker@sdao.com

Workers' compensation insurance:

Department staff or designee will work with external insurance processor using the following contact information:

WHA Insurance (WHAInsurance.com)

🌱 Contacts: Rich Allm: RAllm@whainsurance.com; Direct: (541) 284-5853, Mobile: (503) 580-3185; Rachel Hinckley: rhinckley@whainsurance.com; Direct: (541) 284-5834; Katie Klein: KKlein@whainsurance.com; Direct: (541) 284-5849

Procedures 2 – Finance, administration, information technology (IT)

Comprehensive and liability insurance:

Department staff or designee will work with external insurance processor using the following contact information:

🌱 Contacts: General email: underwriting@sdao.com; Tasha Winn at twinn@whainsurance.com; Kelly McCorkle at kmccorkle@whainsurance.com or Jamie McGarry at jmcgarry@whainsurance.com; Steve Silva SSilva@whainsurance.com, (541) 284-5116

Administrative records:

🌱 Passwords: Account passwords are stored and managed by staff members responsible for those accounts. For non-sensitive accounts, passwords are either shared with back-up staff members, or are saved in a secure password storage service such as LastPass. Passwords for sensitive accounts are not to be shared. In the event of a loss or turnover of staff members who manage sensitive accounts, access to these accounts will need to be granted to a new staff person via the account's service provider.

🌱 Contact information: A list of administrative contacts is currently stored [here](#). This information will be housed in the Fulcrum database.

Base of operations:

We are expecting that after an earthquake office buildings will sustain significant damage and we will not be able to use leased office space for some time.

We will maintain a list of staff members who are willing to use their home as an emergency base of operations in the event that the office is damaged or inaccessible. It is likely that travel across the Willamette River will not be possible for a while, so we are considering having an emergency base of operations on the east side of the river and on the west side of the river. This question will need to be posed to all incoming staff members as part of maintaining this plan. The internal (confidential) staff contact list will contain home addresses and indicate if the staff person is willing to host an emergency base of operations.

Emergency Funding

Ideally, after a large disaster, the District will apply and qualify for emergency funding and grants to continue doing work that serves the community in its recovery and changing conservation needs.

What follows is the research and information gathered in August 2021 on potential sources of emergency funding for WMSWCD from the NRCS, FEMA, and SDAO.

U.S. Department of Agriculture Natural Resources Conservation Service (NRCS):

As of July 2021, we inquired with Kim Galland (District Conservationist at NRCS) about NRCS's plans for special post-disaster relief funding for conservation districts and whether or not the NRCS has plans to create emergency temporary work positions for non-federal employees to help with post-Cascadia disaster efforts. Currently, the NRCS has not created any preplanned disaster relief funding for district participants, specifically. If there was a disaster, all of the NRCS relief funds would go to USDA Program Participants (recipients of USDA/NRCS funds). For WMSWCD, Program Participants are the project managers/landowners that we serve. If, after a disaster, a District participant qualifies for the disaster program, they may become USDA participants and receive funding directly. Funds may also be redirected to the District from Program Participants. For example, after the 2015 Canyon Creek Complex Fire, near John Day, Oregon, USDA Program Participants that received Environmental Quality Incentives Program (EQIP) funds signed over all their payments to the local district so that the district could complete the work in a single contract. Kim is not aware of any other way for a district to get relief funding besides the client signing over payment for planned practices.

In the event of a Cascadia Subduction Zone earthquake, if the District develops a program for disaster relief efforts in our district, then we can either apply directly to NRCS or request that landowners direct their funds to a pooled effort.

Future research should include determining what steps are needed to apply for EQIP funds, and if this application process would be the same following a disaster.

United States Department of Homeland Security, Federal Emergency Management Agency (FEMA):

After a disaster, the District may qualify for a Public Assistance (PA) grant from FEMA.

"FEMA's Public Assistance Program provides supplemental grants to state, tribal, territorial, and local governments, and certain types of private non-profits so that communities can quickly respond to and recover from major disasters or emergencies. FEMA also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. More detailed information can also be located in the FEMA Public Assistance Program and Policy Guide."^{vi}

WMSWCD is eligible to apply for this type of grant as a special district that is established under state law^{vii} (See Section 3: FEMA for PDFs of PA Grant applications).






There are two types of work that are eligible for PA grants:

Emergency work – must be completed within six months:

 Category A: Debris removal

 Category B: Emergency protective measures

Permanent Work – must be completed within 18 months:

-  Category C: Roads and bridges
-  Category D: Water control facilities
-  Category E: Public buildings and contents
-  Category F: Public utilities
-  Category G: Parks, recreational, and other facilities


In order for the District to begin the application process for a Public Assistance grant, there must first be a Presidential declaration of an emergency or natural disaster in the Portland area. Once there has been a declaration, WMSWCD should reach out to our local or state emergency manager to submit a Request for Public Assistance Form. The emergency manager is not someone who works directly for FEMA but instead works for the state of Oregon and will assist the District with its application. The Oregon Office of Emergency Management ([OEM](#)) has a State Public Assistance Officer who the District should reach out to. According to their [directory](#) the State Public Assistance Officer is Dan Gwin (phone: 503-378-3254 or email: dan.gwin@state.or.us). Once we have submitted a Request for Public Assistance Form, then the PA application can be submitted through the [FEMA grant Portal](#).

The Special Districts Association of Oregon (SDAO):

As of July 2021, SDAO does not have a lot of information for special districts regarding FEMA grants or emergency funding. Dan Davenport, Risk Manager at SDAO, provided one [example](#) in Oregon, of FEMA Public Assistance being directed to special districts who were dealing with a wildfire crisis. Reimbursable funds were available to remove incident-related debris (including, but not limited to, vegetative debris, components of structures, sand, mud, silt, gravel, rocks, boulders, vehicles, and vessels) from improved public property and public rights-of-way (ROWs), including federal-aid roads. This occurred after the Governor requested that the Oregon Office of Emergency Management (OEM) work with FEMA to offer Federal Public Assistance grant funds as an option for special districts dealing with the crisis and providing debris removal services. This may occur in the event of a large disaster in the Portland area, and in that case, SDAO would likely provide resources and information for special districts on their website regarding how to apply for this funding.

Information technology:

The District has a “Complete Care” client service level with Cogent IT which means we would be prioritized for getting critical systems (our network and server) back online and then we would be assisted with triaging other issues.

-  Server backups: The server is backed up nightly to a separate onsite drive, and the backup drives are rotated offsite weekly. 6 weeks of backups and an annual backup are stored at Cogent’s office location. If the District’s onsite backup drive was destroyed, we could potentially lose up to a week’s worth of data; however physical weekly backup tapes are supplemented by nightly incremental backups.

- 🌿 Protocol for server crashes: Remote troubleshooting begins immediately. If Cogent is unable to access or fix the server remotely, they dispatch a technician onsite. If there is a hardware failure that they cannot fix, they contact Dell for warranty support. The District contract provides for next business day onsite service. It can be a little longer than this if there are parts availability issues. If the server were destroyed, Cogent would restore our virtual server from the most recent backup onto one of our servers, or create a virtual server in Microsoft Azure. This process would take up to 2 days to complete. In the meantime, we would need to order a replacement server as the warranties do not cover disasters.
- 🌿 The process for restoring server access depends on which solution is used to replace the server (replacing with a new District server; moving our data to a Cogent server; using a cloud service such as Azure, etc). If hosted on Cogent's server, we would need additional SonicWall licenses (see below). Users would need to work with Cogent support to get connected. If using Azure or other cloud platform, we would need a different VPN solution.
- 🌿 If computers in the District office are damaged, employees who log in to the server via a remote desktop may be set up with a new virtual private network (VPN). Staff would need to use a personal computer and contact Cogent support to be set up with VPN. Currently, the District does not maintain enough licenses to provide VPN access for all employees. Once purchased, a new license is activated immediately; SonicWall VPN service provider is not based in the Portland area so service is unlikely to be delayed on their side. If Cogent is affected by a disaster, or if many of their clients are affected simultaneously, there could be a delay in setting up new VPN access.

Procedures 3 – Conservation/Community

Emergency temporary work positions:

As of August 2021, we inquired with Denise Barrett, Regional Disaster Preparedness Organization Manager (RDPO) at Portland's Bureau of Emergency Management (PBEM), about the City of Portland's plans to create emergency temporary work positions in the aftermath of a disaster. Denise passed our question along to Interim Director Jonna Papaefthimiou and Operations and Emergency Coordinator Center (OECC) Manager Katy Wolf. Katy informed us that the city currently does not have plans to create temporary work positions in the aftermath of an emergency. The District should continue to develop relationships with our local emergency management bureaus. If, in the future, the city does make plans for temporary emergency positions, this could be a work option for tech staff, and should be added to this section.

Since the city does not have temporary emergency work roles for after a disaster, District staff should prioritize helping their family, friends, and neighbors recover immediately after an earthquake.

Once staff are able to return to work, the District should focus on damage assessments for natural resources in the district, and assessing our ongoing projects. The District should be able to pivot our work to what is most needed after the disaster, (e.g. helping staff an inspection

station to catch invasive species that may be arriving on the many out-of-state vehicles that may be coming to help rebuild.)

Tech staff database:

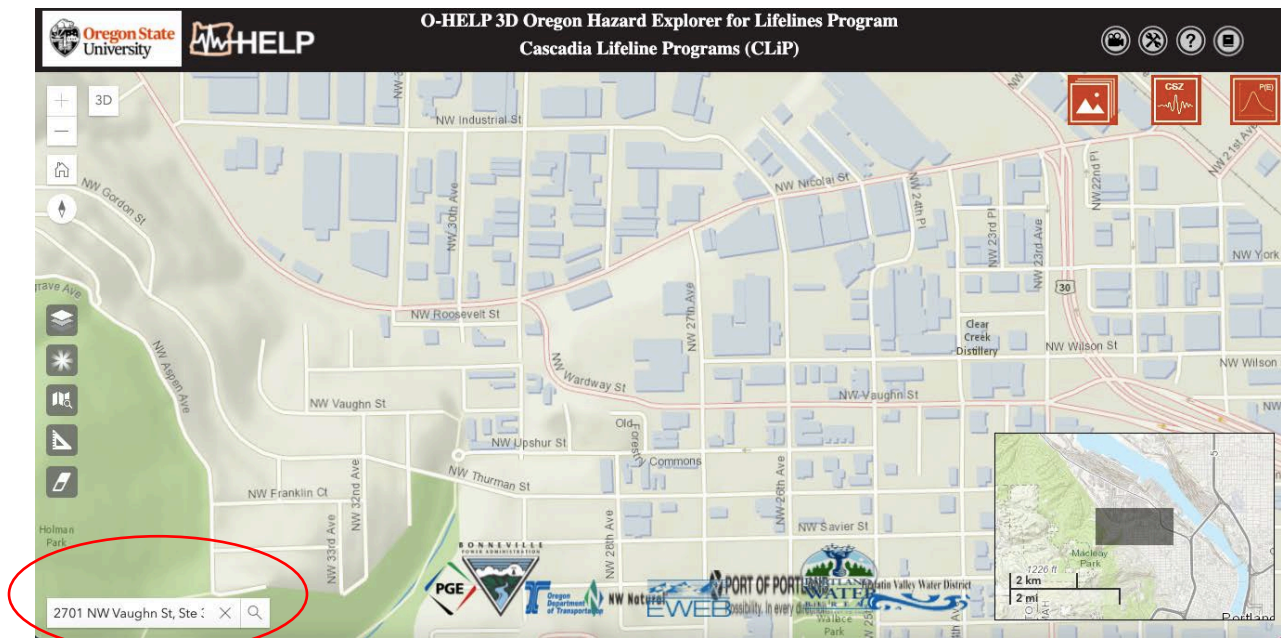
After an earthquake, District staff will access the Fulcrum database of project data, customer information, and contractor information in order to determine the status of our conservation projects and where they are located.

Resources for residents:

As part of our District's preparation and mitigation efforts, WMSWCD, as part of our development of conservation plans, can provide district residents and land managers with information on preparing for a Cascadia Subduction Zone event.

Additionally, tech staff can do mitigation work by preparing earthquake impact assessments for properties in our district and providing that information to the residents. This effort would need to be rolled out in stages, beginning with current project sites/existing relationships.

Staff can use this [interactive map](#) from O-Help and Oregon State University to determine the predicted hazards for properties in our district.



Search the site by typing an address into the search bar in the bottom left-hand corner of the map. The website generates a hazard report for that location.

O-HELP HAZARD REPORT						
Section I: Location Information						
Site Name:	Montgomery Park					
Latitude:	45.5375					
Longitude:	-122.7079					
Date:	9/1/2021					
Comments	<div style="border: 1px solid black; height: 30px;"></div>					
Section II: General Site Information						
Elevation (Meter):	27.1					
Slope (Degree):	1.3					
NEHRP Site Class:	E					
Site Geologic Unit:	sediments					
Site Geology Description:	Catastrophic flood deposits, fine grained facies					
Site Geology Symbol:	Qs					
Age of Site Geologic unit:	Quaternary					
Distance to nearest mapped active faults (Km):	1					
Section III: Seismic Hazards -test						
Ground Motion Parameters	Unit	Very Low	Low	Medium	High	Very High
Modified Mercalli Scale:					VII	
Peak Ground Acceleration:	g			0.16		
Peak Ground Velocity:	cm/sec		17.4			
Short Period Spectral Response:	g					0.33
One Second Spectral Response:	g			0.18		
Section IV: Ground Deformation Hazard Ratings -test						
Deterministic Hazard	Unit	Very Low	Low	Medium	High	Very High
Landslide Probability:	%	0				
Landslide Displacement:	cm	0				
Liquefaction Probability:	%	0				
Lateral Spreading:	cm	0				

This report can be used to identify what resources and preparedness information will be useful for residents and land managers. Tech staff can provide the hazard assessment to show what risks are present and inform them that the District will do our best to assist them after a disaster.

It is likely that a Cascadia Subduction Zone earthquake would result in landslides, liquefaction, and fires in different areas of our district.

Conservation staff should know what areas of our district are predicted to be the most severely impacted. As mitigation efforts are incorporated into our conservation work, staff should prioritize these efforts based on who is at the most risk.

Procedures 4 – Crisis communications: Internal and external

Internal communications:

Phone tree:

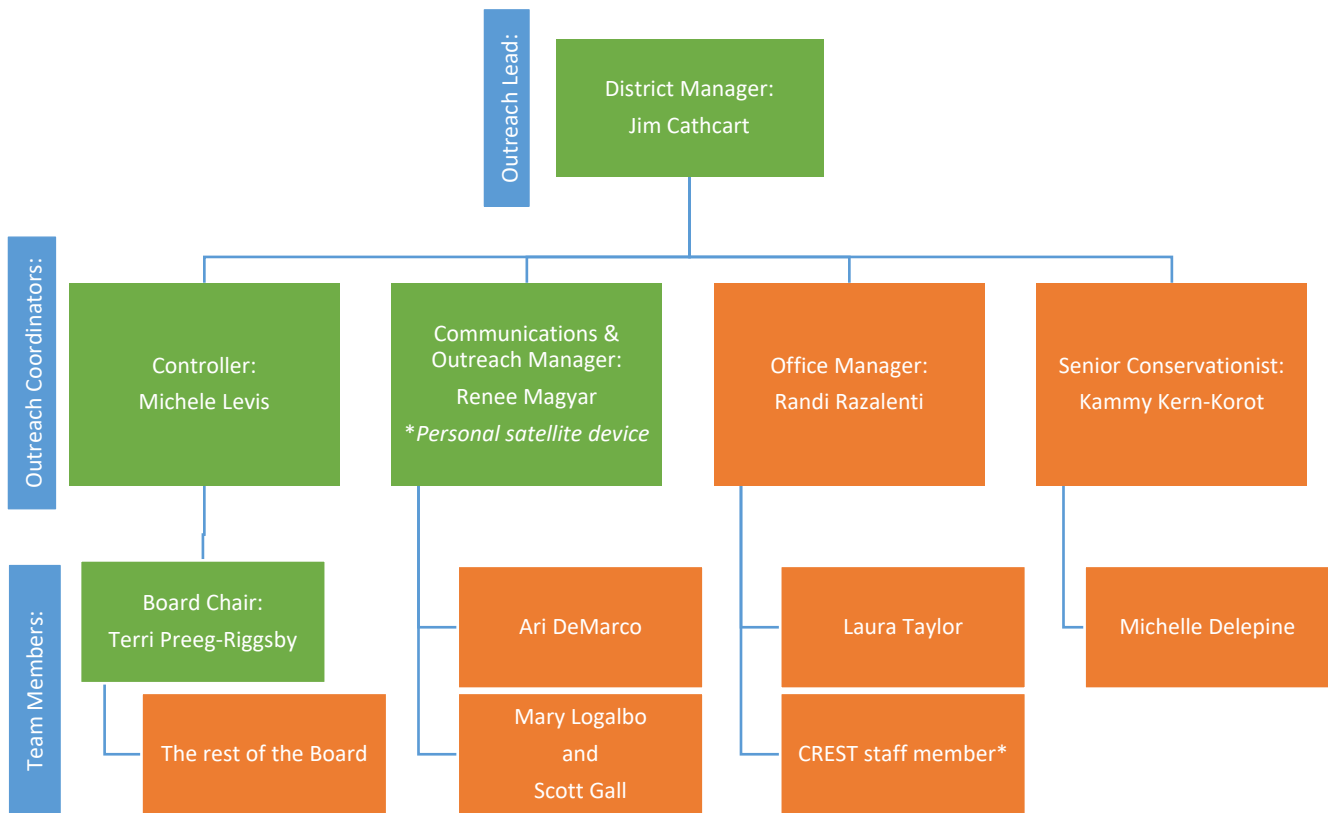
The District is planning on using a phone tree method of communication immediately following an earthquake or large disaster. After an earthquake, there will likely not be any power or cell-phone service for an estimated two to three weeks. Initial communication between staff members will therefore likely need to be in-person, so positions on the phone tree are determined by staff members' home addresses. The purpose of communication at this time will be to reestablish connection with staff members, determine if everyone is okay and what their status is, see what support they need, and find out if/when they are able to return to work.

Satellite communication devices and/or long-range handheld radios:

We're anticipating there will be total loss of cellphone and internet use for at least two to three weeks following a Cascadia Subduction zone earthquake. Satellite communication devices and/or long-range handheld radios (walkie talkies) may be our only method of communication besides in-person. We anticipate that for in-person communication, walking may be the only way to reach people initially.

To assist communications during cell-phone outage periods, the District will purchase four non-cellular communication devices. One of these devices will be stored at the District's leased office space, a second at the Controller's home, a third at the Board Chair's home, and the fourth at the District Manager's home. This will allow for the District to have a non-cellular device on both sides of the Willamette River. Additional staff may have compatible personal devices available as well. See Chart 1 Key for who will have access to a satellite communication device and/or radio.

Chart 1: Emergency communication tree for the District.



Key:

	Person has access to a satellite device or hand-held radio. <i>A device will be available in the office as well.</i>
	Person does not have access to a satellite device or radio.

*As of 2022, a staff member of Columbia River Estuary Study Taskforce (CREST) is renting office space from the District.

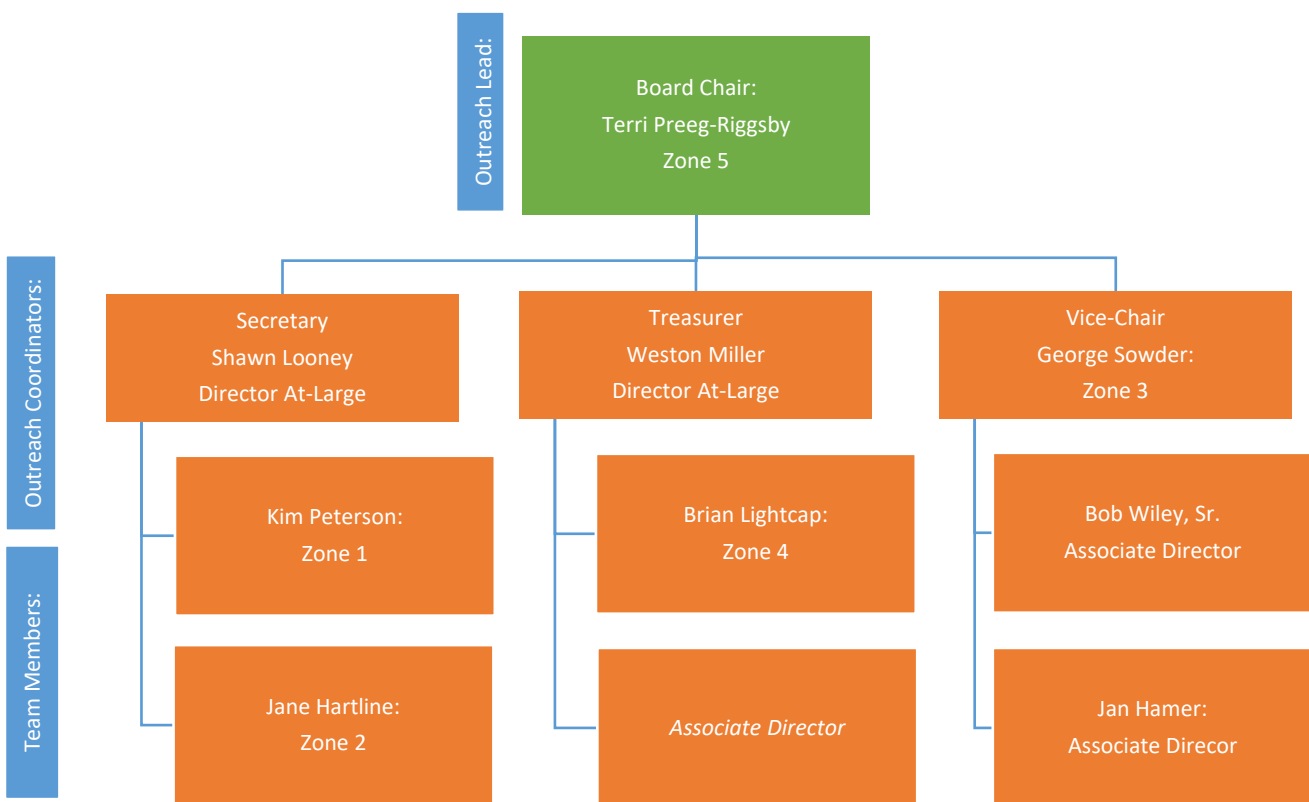
Chart 1 shows the communication process for District staff after a Cascadia earthquake event. It is modeled after a phone tree, with one outreach lead contacting four outreach coordinators who will then in turn contact a set number of staff members. We are assuming that staff will have to walk to each other to make contact, thus outreach coordinators are paired with staff based on the location of their home addresses.

As part of maintaining the BCP, this chart will need to be updated with any staff turnover and new hires. During onboarding, interns will need to say if they would like to be included in this communications tree. The Outreach Coordinator for interns will be assigned on an individual basis depending on location.

This communication method also enables two-way communication between District Manager, Outreach Coordinators, and Team Members (staff). Phone tree assignments (staff person connected to Leadership team member to District Manager) will remain in place to enable ongoing two-way communications until phone service is re-established. If an outreach coordinator is unable to contact their assigned staff members, another leadership team member will take over trying to contact those two staff members.

The Board of Directors have a separate phone tree and the Board Chair will be responsible for initiating communication between board members.

Chart 2: Emergency communication tree for the Board.



Portland bridges:

In the immediate aftermath of a Cascadia earthquake, local transportation will likely be restricted to foot or bike travel. Additionally, it is likely that District staff will not have access to bridges, and will therefore be unable to cross the Willamette River.

Most Portland bridges have not been seismically retrofitted, and will likely sustain serious damages in the event of an earthquake.

Table 5: Predicted effects of Cascadia Earthquake on Portland’s bridges^{viii}

Collapse	Extensive damage	Moderate damage	Minor damage
Broadway Bridge	Marquam Bridge	Fremont Bridge	Tilikum Crossing
Steel Bridge	Morrison Bridge		Sellwood Bridge
Hawthorne Bridge	Burnside Bridge		
Ross Island Bridge			

All bridges will be closed until an initial damage assessment has been done. The U.S. Coast Guard will determine if the river and bridges are closed following an emergency. The City’s Emergency Operations Center (EOC)* will work with the Coast Guard, Multnomah County Sheriff’s Office, and private sector companies to coordinate movement of emergency responders, supplies, and eventually the public across the river^{ix}.

*When there is a large scale disaster, the city’s Emergency Coordination Center (ECC) (run by PBEM) will activate an Emergency Operations Center and be used as a location to coordinate emergency response from city bureaus and the county^x.

External communications:

The District will have essential administrative functions up and running before initiating external communications. We will first reach out to partners and supporting agencies (NRCS, ODA) to report our status and what services we are able to offer at the time. We will share our plan for supporting our service users and coordinate efforts with partners as best as possible. Once we have identified what services and resources we are able to provide with adequate staffing, we will initiate a coordinated outreach effort to current service users (residents and land managers) and then to the greater district.

Responsible staff:

The District Manager and Communications and Outreach Manager will work together on external communications. The DM is responsible for contacting NRCS, ODA, SDAO, SDIS, WHA (our insurance), and other necessary partners of our status. Each conservation staff member will be responsible for reaching out to the partners that they work with the most closely.

Messaging:

Our first message should convey support and concern to our District residents, and it should highlight the District’s willingness and ability to help.

We will maintain contact with partners, service users, and residents as we continue to recover. Our regular District external communications will start to return to normal schedules including social media posts, newsletter, emails etc. as our operations begin to return to normal.

Planning

For the District:

Emergency Supplies:

The District will keep updated emergency supplies stored in the office and vehicles in preparation for an earthquake and where we have telecommute agreements with employees, at home office locations. During a large earthquake, the most urgent needs will be water and access to sanitation.

A [list](#) of supplies to be maintained in the emergency kits in the District's office will include a minimum two-week supply of water, sanitation supplies (5-gallon buckets or bags, tough trash bags), food, fuel, first aid supplies, and shelter.

Action items:

Table 6 includes a list of potential mitigation actions that the District can consider taking. The left hand column lists the actions and the right hand column shows status, updates, and/or decisions about the action.

Table 6: Mitigation Ideas

Mitigation items and resources:	Updates:
Off-site (ground level/easily accessible) storage locations	The District will pursue this and it is needed now to address safety issues with herbicide storage. As of August 2021, we are currently researching it.
Pre-negotiate agreements for repair and recovery	No needs identified as of August 2021. Office space will be the landlord’s responsibility; computers and other equipment and supplies will be handled through insurance claims.
Alternative relocation options outside of Portland	As of August 2021, this is not something the District sees as necessary to pursue
Nightly off-site/online back-ups of server files and software, routinely tested	This is in place. We will verify with Cogent that the system is routinely tested
Uninterruptible power supply (generator, fuel supply, proper grounding)	As of August 2021, this is not something the District sees as necessary to pursue. Power is the landlord’s responsibility. We would wait until infrastructure comes back to return to the office.
Earthquake insurance with provider not based in Portland (anticipating provider will have their own business disruption)	All District insurance coverage is through WHA Insurance Company based in Eugene, OR. Since we’re renting office space, we only need to account for items in the office that are covered by insurance.
Remote call centers – pre-recorded message and other info distribution	Not something we have control over after a disaster. The outgoing phone message can only be changed in-person (by using a phone in the office).






For staff:

This section will point staff to resources and suggested steps they should take to be personally prepared for a Cascadia earthquake.

To be fully prepared, staff should have a 3-week supply of food and water in their homes in an easy-to retrieve location, like a garage or outdoor shed, and a supply of water in their cars.

Staff should learn how to shut off the gas in their own homes. After an earthquake there is a high risk of gas leaks.

Resources and guidance:

-  How to make a plan: <https://www.ready.gov/plan>
-  Preparations: <https://www.oregon.gov/OEM/hazardsprep/Pages/2-Weeks-Ready.aspx>
-  Build a Kit: <https://www.portlandoregon.gov/pbem/53983>
-  Neighborhood Emergency Teams (NET) trainings: <https://www.portlandoregon.gov/pbem/58587>
-  Basic Earthquake Emergency Communication Node (BEECN): <https://www.portlandoregon.gov/pbem/59630> is a place to go in Portland after a major earthquake to ask for emergency assistance if phone service is down, or report severe damage or injury.

Succession and delegations of authority

In the event key positions (District Manager, Controller, and Senior Conservationist) are rendered incapable or unavailable to fulfill their duties, the Board of Directors would convene an emergency meeting to appoint designee(s) to maintain financial and legal responsibilities in order to ensure there is no lapse in decision-making authority.

See Appendix B for additional guidance on delegation of authority regarding Oregon's public contracting laws during an emergency.

Plan maintenance and practice – Safety Planning Committee

This section outlines what the District needs to do to maintain the BCP and staff/board preparedness.

The Safety Planning Committee is in charge of reviewing the Business Continuity Plan annually and making recommendations and edits. All recommendations will be run by the Leadership Team for final approval.

The Safety Planning Committee will have access to the plan document and make suggested edits in the most recent version, and use the document file naming structure used for the Employee Handbook. This way anyone can clearly see the version number and/or date the current version of the BCP was approved/adopted. The committee will review and update the plan at least annually – more frequently if there is warning that a particular disaster has a high probability of occurring and community disaster preparation has been initiated. Suggested revisions will be submitted to the Leadership Team for discussion and approval by the District Manager. Substantive policy changes will be brought to the Board for approval.

Components of the Business Continuity Plan will also require regular updates following staffing changes and staff address changes.

The Appendix of the BCP will also need to be maintained to ensure up-to-date resources and contacts are listed.

Trainings

The District will provide resources and trainings for staff and board to help them prepare for a Cascadia Subduction Zone earthquake. This will include annual training on home preparedness kits and earthquake readiness practices.

Section 3: Resources and references

Links

Anywhere in the BCP document where there is a word that is hyperlinked, the full URL is listed here. In the case that this document is being used off-line or in a printed version, this section will provide the full URLs for sources and websites used in the BCP.

 Administrative Contact List:

<S:\Administrative\Administrative Binder\Tab 12- Contact Info for Admin and Communications\Administrative and Communications Contact and Account Information.xlsx>

 Example of FEMA Public Assistance:


[FEMA Public Assistance for Wildfire Crisis - Debris Removal Guidance and Debris Removal Private Property - Special Districts Association of Oregon \(sdao.com\)](#)

 FEMA Grant Portal:

<https://grantee.fema.gov/>

 Interactive Map from O-Help:

<https://ohelp.oregonstate.edu/>

 List of Emergency Supplies Document:

[\\WM2\shared\Personnel \(staff and directors\)\Safety\Disaster-Emergency Planning\Supplies for office and vehicles\Emergency Supplies List for Office and Vehicles V1.xlsx](\\WM2\shared\Personnel (staff and directors)\Safety\Disaster-Emergency Planning\Supplies for office and vehicles\Emergency Supplies List for Office and Vehicles V1.xlsx)

 NOAA Tsunami Instructions:

<https://www.weather.gov/safety/tsunami-during>

 NOAA Weather Radio:

<http://www.nws.noaa.gov/nwr/>

 Oregon Office of Emergency Management Public Assistance Page:

<https://www.oregon.gov/oem/emresources/disasterassist/Pages/Public-Assistance.aspx>

 Oregon Office of Emergency Management Directory:

<https://www.oregon.gov/oem/Pages/Employee-Directory.aspx>

 Risk Assessment Template:

<https://www.getstreamline.com/blog/disaster-planning-mitigation>

 Robert Half website:

<https://www.roberthalf.com/employers/finance>

 Staff and Board Contact Information:

[\\WM2\shared\Personnel \(staff and directors\)\Employee Forms\New Employee Checklist and Forms\Board Staff Committee Contact List.xls](\\WM2\shared\Personnel (staff and directors)\Employee Forms\New Employee Checklist and Forms\Board Staff Committee Contact List.xls)

 Up-to-Date FEMA Forms:

[SF-424 Family | GRANTS.GOV](#)

 U.S. Geological Survey Earthquake Instructions:

https://www.usgs.gov/faqs/what-should-i-do-during-earthquake?qt-news_science_products=0#qt-news_science_products


Resources


 Basic Earthquake Emergency Communication Node (BEECN):

<https://www.portlandoregon.gov/pbem/59630> is a place to go in Portland after a major earthquake to ask for emergency assistance if phone service is down, or report severe damage or injury.

 BEECN map locations: <https://www.portlandoregon.gov/pbem/article/424349>

 Metro's Emergency Manager: Courtney Patterson: Office Phone: (503) 797-1789. Email: Courtney.Patterson@oregonmetro.gov

 FEMA Contact: region 10 (which Oregon is in) contact info: 425-487-4600 or FEMA-R10-Info@fema.dhs.gov

 FEMA Forms: As of September, 2021 these are the FEMA forms SF-424 and SF-424D



SF424_4_0-V4.0
(5).pdf



SF424_4_0-V4.0
(5).pdf

Up-to-date forms can be found at <https://www.grants.gov/web/grants/forms/sf-424-family.html>. The District should not rely on this however, and should be in contact with our State emergency manager and/or FEMA for the most up-to-date PA application requirements. The above forms should be used for reference for District staff to gain an understanding of what the application process would require.

References

ⁱ Regional Disaster Preparedness Organization. "DOGAMI Earthquake Impact Analysis." Accessed September 27, 2021. <https://rdpo.net/dogami-earthquake-impact-analysis>.

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- ⁱⁱ Google Docs. "Earthquake Regional Impact Analysis. Summary of the Study. Pdf." Accessed September 27, 2021. https://drive.google.com/file/d/18EtP60EHQW43EhnhSpP7Z9ALa0JyEYef/view?usp=embed_facebook.
- ⁱⁱⁱ Safran, Elizabeth, interview by Katie Crocker. 2021, July.
- ^{iv} White, Yosh. "Tank Farms—Linnton's Two-Year Update – Linnton Neighborhood Association." Accessed September 27, 2021. <https://linntonna.org/2020/08/30/tank-farms-linntons-two-year-update/>.
- ^v OPB. "Quake Could Threaten 90 Percent Of Oregon Fuel Supply." Accessed September 27, 2021. <https://www.opb.org/news/series/unprepared/oregon-earthquake-fuel-breakdown-90-percent/>.
- ^{vi} 2021. *FEMA PA Program Overview*. May 6. Accessed July 2021. <https://www.fema.gov/assistance/public/program-overview>.
- ^{vii} FEMA. 2020. "Public Assistance Program and Policy Guide." *Fema.gov*. June 1. Page 43 Accessed July 2021. https://www.fema.gov/sites/default/files/documents/fema_pappg-v4-updated-links_policy_6-1-2020.pdf.
- ^{viii} Iboshi, Kyle. n.d. *KGW*. Accessed September 2021. <https://www.kgw.com/article/news/investigations/the-portland-bridges-that-will-collapse-in-an-earthquake/283-291062061>.
- ^{ix} Management, Portland Bureau of Emergency. 2012. "City of Portland Earthquake Response Appendix." Disaster Plan, p4. <https://www.portlandoregon.gov/pbem/article/382005>.
- ^x Management, Portland Bureau of Emergency. 2012. "City of Portland Earthquake Response Appendix." Disaster Plan, p16. <https://www.portlandoregon.gov/pbem/article/382005>.

Appendix A: Essential functions

Table 7 shows which functions the District needs to prioritize after a disaster. The table is prioritized by type of function. These essential functions are critical for basic District operation. Individual sections of this table have also been integrated into the appropriate stage of recovery in Section 1 of the Plan. The complete table has been kept below for reference.

Table 7: Complete essential functions table.

Priority for resuming operations	Job functions	Department	Relevant duties for Business Continuity Plan	Responsible personnel	Risk to District if job is left undone	Required resources
High	Personnel management (human resources and benefits)	Operations; Finance	Functioning ADP payroll	Primary: Controller 1st back-up: Office Manager 2nd back-up: District Manager 3rd back-up: Board Member (Chair/Treasurer)	Staff well-being and ability to resume working	Internet, means of communication with staff, access to any needed documentation and accounts
			Emergency paid time off			
			Life insurance processing			
			Disability claims (short and long-term)			
			Helping staff with worker's comp			
			Access to Employee Assistance Programs (EAP)			
			Insurance claims			
High	Crisis communications - internal	District Manager; Operations	Communicate to board and staff during a disaster. May include providing support to staff or guidance on pay, work expectations, etc.	Primary: District Manager 1st back-up: Board Chair 2nd back-up: Communications & Outreach Manager 3rd back-up: Controller	Staff, board well-being	Phone, internet, other communications devices, in-person visits
High	Personnel management	District Manager; Operations	Coordinate with staff and board members	Primary: District Manager 1st back-up: Controller 2nd back-up: Office Manager 3rd back-up:	Staff well-being and ability to perform their best work	Internet, means of communication with staff
			Maintain a safe, positive and collaborative work environment			
			Supervise staff members directly and indirectly. This includes the authority to make hiring decisions			

			Ensure that the District meets all local, state, and federal personnel and safety laws			
			Ensure that the District is inclusive of and values diversity			
High	Fiscal management	Operations; Finance	Processing of business insurance claims (vehicles, office property, laptops, phones, etc.)	Primary: Controller 1st back-up: Office Manager 2nd back-up: District Manager 3rd back-up: Board Chair	Loss of money and extreme damage to operations of District	Internet, documentation for claims, insurance contact info
High	Contract management	Operations	Payroll - ADP	Primary: Controller 1st back-up: Office Manager 2nd back-up: District Manager 3rd back-up: Board Member (Chair/Treasurer)	Harm to the District's ability to resume operations	Phone, internet, means of communication with staff and outside entities
			IT - Cogent IT			
			Facilities - Montgomery Park/Unico / Building manager			
			HR - HR Answers /SDAO			
Medium	Fiscal management	Operations; Finance; Conservation	Continue overseeing contracts and grants administration, keeping abreast of pertinent laws, regulations, and best practices that relate to the District's public contracting work	Primary: Controller 1st back-up: Office Manager 2nd back-up: District Manager 3rd back-up: Board Member (Chair/Treasurer)	Risk of the District not complying with laws and regulations, and loss of public's faith in district	Internet, means of communication with staff, information on all relevant grants
Medium	Fiscal management	Finance	Serve as the Budget Officer during the development of the District's annual fiscal year budget; ensures compliance with local budget law.	Primary: Controller 1st back-up: District Manager 2nd back-up: Board Member (Chair/Treasurer) 3rd	District not in compliance with financial laws and local budget laws	Internet, means of communication, access to all relevant

			Facilitate and assist external financial auditors if extension to report not granted. Coordinate with outside firm conducting District audit and provide documents required by auditor and respond to questions from auditor.	back-up: Contractor accountant		financial documents needed by the auditor
Medium	Cash management	District Manager	Act as a signer on checks and contracts up to dollar amount set by the Board	Primary: Board Member (Chair/Treasurer) 1st back-up: District Manager	Disruption to the District's budget, expenses, and payments	Internet, means of communication, access to relevant financial documents and information
Medium	Fiscal management	District Manager	Approve all expenses, ensure fiscal controls are operating properly and that state contracting laws are being followed	Primary: District Manager 1st back-up: Controller 2nd back-up: Board Member (Chair/Treasurer)	Disruption to the District's budget, expenses, and payments	Internet, means of communication, access to relevant financial documents and information
Medium	Board support	District Manager	Provide support, information, and recommendations to the Board Identify ways to focus board energy – assist the board in determining which tasks need to be done by board members and which ones should be done by staff	Primary: District Manager 1st back-up: Controller 2nd back-up: 3rd back-up:	Lack of communication between the board and the District. District not taking advantage of a source of support that is available	Phone, internet, means of communication with the board

Medium	Crisis communications – external	Communications; District Manager	Communicate the District's messaging to partners (group communication; not individual partners) during a disaster. May include updates on District status; providing supportive message to the conservation community; responding to coordinated relief / conservation efforts	Primary: Communications & Outreach Manager 1st back-up: Senior Conservationist 2nd back-up: Urban Conservationist 3rd back-up: District Manager	Threat to partner relationships / trust within in the conservation community / positive reputation with the public	Phone, Internet, other communications devices
			Communicate the District's messaging to the public during a disaster. May include status updates on District work; providing supportive message to the community; responding to inquiries for help	Primary: Communications & Outreach Manager 1st back-up: District Manager 2nd back-up: Board Chair 3rd back-up: Controller / Board Member	Threat to brand / positive reputation / trust within in the public community	Phone, Internet
Low	Conservation project management	Conservation	Tracking of ongoing conservation projects and how they have been affected by disaster	Primary: Senior Conservationist 1st back-up: Tech staff 2nd back-up: 3rd back-up:	Incomplete conservation projects and a loss of contracts	Internet, means of communication, access to the database
			Ensure all District contracts are being fulfilled			
Low	Conservation project management	Conservation	Technology upkeep: database (Microsoft Access), Fulcrum app, and GIS	Primary: Seasonal Conservation Technician 1st back-up: Cogent IT? 2nd back-up: 3rd back-up:	Tech staff unable to access data and key information	Internet, login information

Low	Conservation project management	Conservation	Herbicide Management: Dangerous if spilled or damaged during a disaster. Status of herbicide storage will need to be assessed after a disaster	Primary: Invasive Species Coordinator 1st back-up: 2nd back-up: 3rd back-up:	District unable to resume normal work due to loss of essential tools	Transportation to where tools are stored. Ability to cross the river.
			Vehicles, tools and equipment management: Needed for district to resume work			

Appendix B: Delegation of authority documents

(Source: [S:\Board\Resolutions\2020_09_15b_Resolution Public Contracting Rules](#))

B. Delegation.

1. The powers and duties assigned to the Local Contract Review Board under the Public Contracting Code must be exercised and performed by the Board of Directors and may not be delegated. The authorities granted to the Board of Directors may be delegated as provided in this section B.
2. The District Manager or their designee shall have the authority to approve any non-emergency public contract of \$100,000 or less. The District's Board of Directors shall approve any contract exceeding this amount.
3. Emergency contracts may be awarded as provided in section G of these Rules.

G. Emergency Contracts.

1. "Emergency" shall be defined as follows: "Circumstances that (a) could not have reasonably been foreseen; (b) create a substantial risk of loss, damage, or interruption of services or a substantial threat to property, public health, welfare or safety; and (c) require prompt execution of a contract to remedy the condition."
2. The Board Chair, the District Manager, or a designee of the Board of Directors shall have authority to determine when emergency conditions exist sufficient to warrant an emergency contract and shall so declare in writing. The nature of the emergency and the method used for the selection of the contractor shall be documented for the District's records.
3. The Board Chair, the District Manager, or a designee of the Board of Directors may approve an emergency contract of any amount, subject to the requirements of this section G. The individual approving the contract award shall promote competition in the award of public contracts to the extent feasible under the circumstances.

Appendix C: Staff and board contact information

The staff and Board contact information is kept [here](#). Below is the contact information as of October 2021.

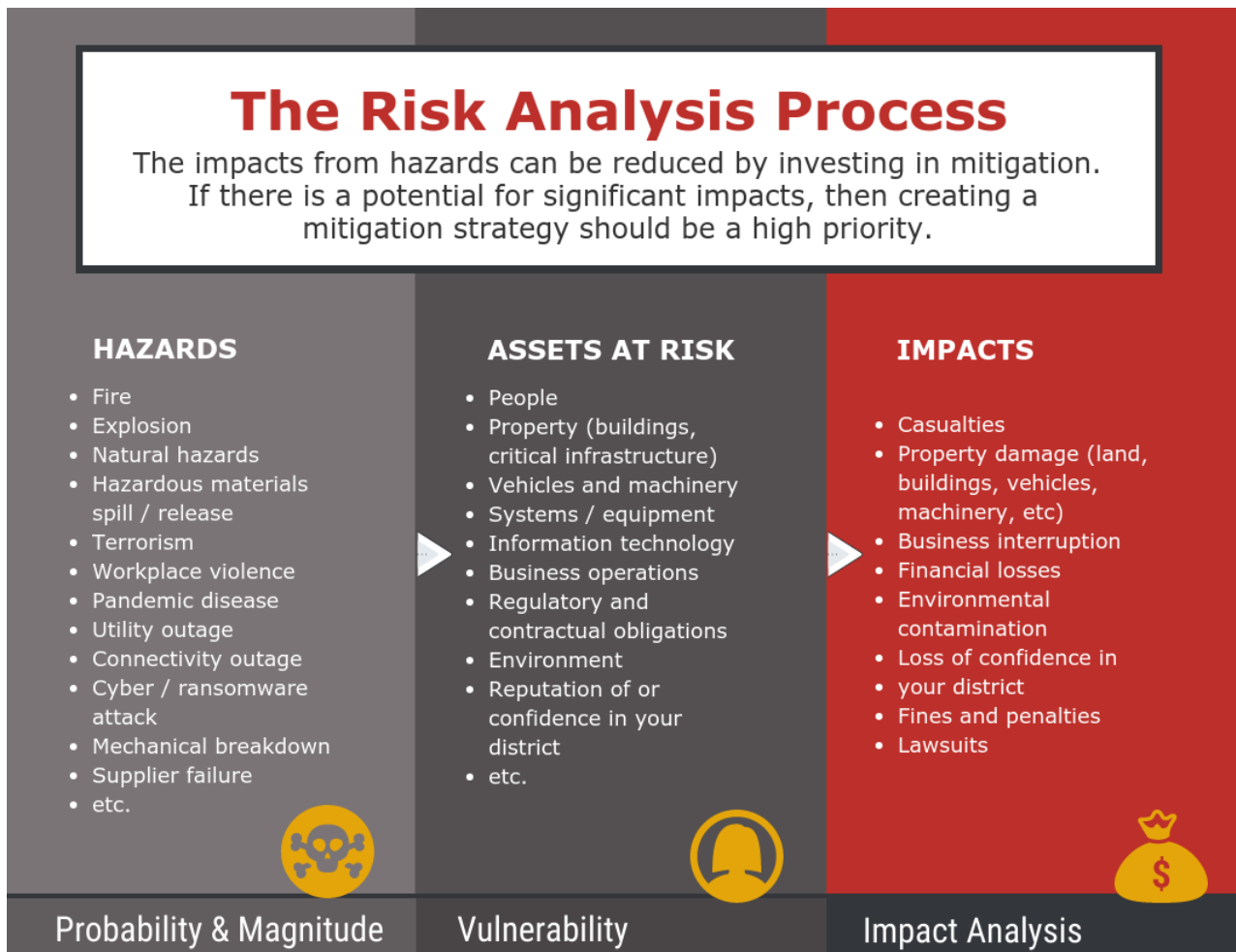
Figure 1: Staff and board contact information.

(Contact list contains private information, therefore removed from public version.)

Appendix D: Risk assessment

[\(Risk assessment template\)](#)

- 🌿 Assess the financial, operational, physical, other (?) risks to the District in case of disruption from disaster.
- 🌿 Assess the business impacts of emergency on finances, employees, operations, etc.
- 🌿 Assess the timing and duration of disruption



Financial risks:

- 🌿 Loss of equipment
- 🌿 Loss of office space
- 🌿 Loss of productivity and ability to provide services
- 🌿 Loss or delay of tax funds
- 🌿 Loss of reputation or confidence in our district
- 🌿 Legal liability

Operational risks:

- 🌱 Loss of personnel
- 🌱 Loss of communication between staff – board – technical support (Cogent); no internet, cell phones, land lines
- 🌱 Loss of equipment and technical support (computers, vehicles, furniture, supplies and tools)
- 🌱 Loss of functional office space (building damage, loss of electricity/fuel)

Physical risks:

- 🌱 Personal safety and well-being (loss of access to food, water, shelter; risk to mental and physical health)
- 🌱 Damage to office building

Appendix E: Response – What to do during a disaster

This section is to be used for training purposes by the District. In the event of an earthquake, there will not be time for District personnel to consult the BCP on what to do. Therefore, staff should learn the following steps and best practices to protect themselves in the event of an earthquake.

The following information is sourced from the U.S. Geological Survey “[What should I do during an earthquake](#)” and from the National Oceanic and Atmospheric Administration (NOAA) [Tsunami Warning Center](#).

Personal safety – Dos and Don'ts during an earthquake



If you are INDOORS:

- STAY THERE! Get under a desk or table and hang on to it (Drop, Cover, and Hold on!) or move into a hallway or against an inside wall.
- STAY CLEAR of windows, fireplaces, and heavy furniture or appliances.
- GET OUT of the kitchen, which is a dangerous place (things can fall on you).
- DON'T run down stairs or rush outside while the building is shaking or while there is danger of falling and hurting yourself or being hit by falling glass or debris.

If you are OUTSIDE:

- Get into the OPEN, away from buildings, power lines, chimneys, trees, and anything else that might fall on you.

If you are DRIVING:

- STOP, but carefully. Move your car as far out of traffic as possible.
- DO NOT stop on or under a bridge or overpass or under trees, light posts, power lines, or signs.
- STAY INSIDE your car until the shaking stops.

- When you RESUME driving, watch for breaks in the pavement, fallen rocks, and bumps in the road at bridge approaches.

If you are in a MOUNTAINOUS AREA:

- WATCH OUT for falling rock, landslides, trees, and other debris that could be loosened by earthquakes.