



# Continuity of Operations Guide

Oregon Association of County Clerks | 2019

Continuity of Operations Committee | Updated January 2019

# Disasters come in all shapes and sizes. Is your office prepared?

As you'll see from the stories included in this guide, a disaster doesn't have to be on the magnitude of an earthquake to cause serious disruption to the services we provide as County Clerks and Elections Officials. The key to surviving an unplanned emergency is to be prepared for the worst while hoping for the best.

This document was created by the Continuity of Operations Committee to help you prepare on five levels:

1. Awareness of the various scenarios counties have experienced
2. Suggested prevention tools to mitigate potential disasters
3. Planning for off-site services
4. Check lists to assist with planning and preparation
5. Additional resources for counties who have been impacted

The guide is meant to be an ongoing resource, with updates and new ideas added throughout the year. If you experience a disaster or interruption of service, or have additional resources to include, please send them to Lisa Gambee at [lisag@co.wasco.or.us](mailto:lisag@co.wasco.or.us).

With each other's help, we can survive fire, storms, ice, bomb threats or even the simple flip of a wrong switch. Happy planning!

*The Continuity of Operations Committee*

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## Oregon Association of County Clerks

The Association of County Clerks is comprised of Clerks, Records and Election Officials, or any other Officials performing like duties and who are functioning as the elected or appointed County Officials for a County Government.

# Part 1: Real-life Scenarios

The COP Committee conducted a survey of Clerks in 2018 on disasters and operations. According to the survey, the top five types of disasters that cause interruptions include:

1. Closure due to severe weather or other natural disaster
2. Internet outage
3. Power outage
4. Evacuation of building due to fire, water issue, safety threat, etc.
5. Phone outage

Below are the first-hand accounts from OACC members on what they've experienced and how they survived.

## Closure Due to Severe Weather or other Natural Disasters

### **"Hurricane a comin'"**

*Lincoln County*

We had a statewide Special Primary Election on December 5, 1995. This election was to replace one of our US Senators when Bob Packwood resigned. I think this was the first statewide election that was conducted by mail.

We were in the office doing our Official Count on December 12, 1995 when a huge winter storm hit the Oregon Coast (back then we didn't have to wait 14 days before we could do Official Count). Before long our power went out and we were doing our count by the windows with only the light from outside to see with. The Secretary of State was anxious to get the final results, so we stayed and worked while most of the courthouse people went home due to no power and big storm. The only way to get the results to the Secretary of State was to go over to the jail (who had generator emergency power) and fax the results to the state. We finished our task, faxed the results to the state and then all went home before it got dark.

We then had another statewide Special General election on January 30, 1996 when the Special Primary winners ran against each other to determine the winner. As I recall, it was Ron Wyden who won that election and became our new US Senator.

### **Let it snow, let it snow, let it snow!**

*Wasco County*

During the winter of never-ending snow (where there was snow on the ground from December 9th to February 9th in The Dalles), the Commissioners closed the courthouse multiple times for employee safety. The first time it happened, we had someone show up just as we were walking out *desperately needing* to record his document (we had to turn him down). Since then, we have it set up to continue with e-recording using a laptop at home and logging into Helion.

## Internet Outage

### Unplugged and powerless

*Morrow County*

I had our internet go down during 2004 General Election... it was unplugged by a worker cleaning the rack room off site. I had to call the owner of the Internet service and pull him out of a meeting that evening to go get it... up and running!

## Power Outage

### Back in the old days

*Umatilla County*

One Monday we had a severe Lightning storm with high winds and over an inch of rain here in Pendleton. Our main courthouse server was taken out by this storm. Just today on Fiscal Year's end are we almost back to normal operations.

Our internet was down for a while. We were issuing hand-written receipts for cash only Marriage licenses which the applicants also had to fill out by hand. I was printing out copies of recorded documents from microfilm and copying pages out of deed books on the copier for 3 days and faxing urgent requests. Until our servers were back up we could only invoice customers for copy requests but could not email the copies. One day we could not e-record whatsoever. Another day we couldn't scan. Our public notary service and passport applications were about the only duties unaffected. Suffice it to say, I felt like I was back in the mid 90's.

We made it through but it has been a long week. It was a good reminder of why it is so important to have contingency plans to allow for continued operation during an emergency or crisis. This is why I keep my microfilm read-printer in top shape, keep receipt books and the triplicate form marriage licenses on hand, and am reluctant to remove my old deed books to far from our office and have other plans in place. I have an emergency kit complete with some of these items, an extra county seal, and even basic office supplies. I hope that you never have to experience something like this but it is always good to be prepared. It's times like this we realize how dependent on technology we are.

### Three times the charm...

*Deschutes County*

To prepare for emergencies, Deschutes County put together two "Office On the Go" boxes, one stored at the office and one stored off site. The boxes have a list of items to be included and are updated on annual bases with new forms and an updated Business Continuity Plan (BCP). Each employee is responsible for reviewing the BCP and updating their respective sections, this is completed in every December. This provides each employee the opportunity to review and

familiarize themselves with the plan. There have been a number of minor power outages that we have learned from, but we experienced two major incidences.

The first incident to test the “Office on the Go” box was when a bird blew out a power transformer a block from the building and our entire campus lost power. We pulled out the “Office on the Go” box and started recording using the manual method. It worked well, but there were processes that were identified for improvement. It also provided the opportunity to check emergency lights and computer UPS units to verify they were operational or need repair/replacement. And, we identified what types of election work could be done without a computer.

The second incident was on a cold December morning, a hollow steel beam had been punctured, filled with water, froze, ruptured and like Multnomah Falls, poured water on the two front recording stations. At that point we didn’t know if other areas within the office would flood or if it was an isolated area. The really bad news was at the same time the Health Department’s roof failed and the building was evacuated. Needless to say, we had to deal with our own problem for hours before help arrived. Some of the lessons learned are:

- Have plastic sheeting available to cover and protect equipment and work (we use plastic containers with lids to store documents such as those received in the mail)
- Have carts to move and store equipment and other materials
- Document on computers and peripherals where they are to be returned after being hastily moved
- Create punch list of issues to be resolved to be fully restored

We had another incident where we had to lock down in place. It was a Friday morning about 8:15 and the calls to other departments in the building went unanswered. We didn’t have a list of cell phone numbers, we didn’t have an emergency notification system, and the Bend PD had responded to an emergency at the Hospital. Employees locked themselves in various rooms. It took about 35 minutes for the sheriff’s office to response. We now have several levels of emergency notification and lock down capabilities. We also have a code word in the office we can use if we need someone else to call 911.

## Evacuations

### Professional and Personal Evacuation Observations

*Jenine McDermid, Sherman County Clerk’s Office*

The morning of July 18 Sherman County residents learned the Substation Fire had jumped the Deschutes River from Wasco County and into a portion of Sherman County south of Moro. Many residents received official notice via the Everbridge Emergency Notification System. In Sherman County anyone who is interested can sign up for this free service. If an emergency situation arises, a text message is sent to cell phones and a pre-recorded message is sent to landlines alerting users of the emergency situation and, if needed relays further instructions. Updated messages are sent as the level of emergency changes or as new directions come into play. During this fire, evacuation levels ranged from 1 “Get Ready”, 2 “Get Set”, and 3 “GO”.

Throughout the morning several emergency alerts were received regarding increased evacuation levels at different locations, and ranging from 1 to 3. Mid-morning most of the county lost power. The courthouse's backup generator kicked in as expected, so the first level of the building had power and we were able to continue doing business. At approximately 2:00pm all Sherman County employees were told to go home and pack their belongings.... At that point most of the county was at evacuation Level 2 or 3.

Unknown to those working in the courthouse, with the help of 35 – 40 mph winds the fire jumped the Deschutes River again into Sherman County, this time west of Wasco. Eye witnesses stated after the fire jumped the river it burned rapidly due to the updraft, traveling from the bottom of the canyon upward approximately one-half mile and into a field of standing wheat in only 6 minutes.

So, after being told we needed to leave the courthouse, I finished up with eRecording, alerted Helion and local title companies of the situation, forwarded the day's images to TIS, shut down, locked up and drove home to find the fire aggressively burning our family's property. Immediately I began gathering essential items in case vigorous attempts to stop the fire proved futile. Fortunately, thanks to the efforts of many, including fire fighters from multiple counties, neighbors, farmers, and locals, our home and buildings were saved. Firefighting efforts also prevented the fire from reaching Moro. Back at the courthouse the next morning most essential service personnel were able to report for work. Areas of the county remained at Levels 2 or 3 for a few more days.

If this fire had spread into Moro and we were unable to resume business at the courthouse, I would have referred to our Continuity of Operations Plan (COOP). I keep a copy of this plan offsite, along with our "office emergency kit". The COOP is loaded with information, including names and contact information of employees, current vendors and those who could assist the County in an emergency situation. A phone call to AgilityRecovery would have begun the process of establishing a temporary location for essential courthouse functions to do business from. This service is available at no cost to members of CityCounty Insurance Services and I would recommend adding it as another valuable resource to your emergency kit. In addition, please visit your county's Emergency Services webpage or contact your Emergency Services Director for more information on the emergency notification system for your area.

## Occupied by an occupation

### *Harney County*

Our building was a focal point and Command Center during the armed occupation of the Malheur National Wildlife Refuge in January- February 2016. We were evacuated on 3 occasions during the event, due to armed confrontations outside our building. This brought with it heightened attention to all of our processes, including elections. Modifications to our office layout for security were required. Note to small counties- YES, these events can happen where you are too. They aren't just in the cities, or on TV :-)

## Emergency regarding expelled fire suppressant

*Columbia County Clerk's Office*

St Helens fire department personnel pulled the wrong lever (thinking it was the fire alarm) releasing fire suppressant throughout the entire Columbia County Courthouse. This happened on Friday in late July, which was a furlough day. Betty was informed that staff was not to report to work the following Monday as there was an incident at the courthouse. Not until returning to work on Tuesday, did we learn what happened. Servpro cleaned the building and a subcontractor cleaned all computers. Computer access was not available for approximately 4 days.

We recorded documents manually by creating a spreadsheet on a tablet. We listed the document numbers (we verified the last number used). On the spreadsheet, we wrote in the document title, the fee, date recorded and who recorded the document then transferred the recording number to the document. We later entered the information in Helion, printed the label and placed it over the hand written recording number on the document.

A running list of marriage license numbers was created. The licenses were issued along with hand written receipts. We retained a copy of each license and entered the information into Helion as computer access became available.

Dog license requests were retained and processed once computer access was available. Passports were processed as normal with hand receipts issued, later entering receipt information into Helion.

## Not so merry in Marion

*Marion County*

One Saturday in 2006, a person drove up the steps and through the courthouse front door. Once inside, he proceeded to shoot up the place and began setting fires. Luckily, he was not able to ignite a propane tank. The court clerk lost records due to smoke damage estimated at \$1 million to restore. It was decided not to spend the money. The weekend visitor had prepared a pyre in the basement just under our vault. Because of the large gaps around the ventilation duct, the fire would have ignited our records, or at least delivered serious smoke damage. The fire-setter was shot about 5 times by law enforcement before being able to ignite that pyre. All courthouse operations needed to relocate. Courts were set up in the Capitol. Our licensing and recording operation moved about 4 miles to first work out of our Election office and then to an adjacent office for several months while the courthouse was cleaned, surfaces sealed, refurbished and ready for us to move back in. We were allowed to retrieve our server and were back online within a few days at our Election site. We "camped" out, working out of boxes, and without most of our "stuff" until we got back in the courthouse. Everything in the courthouse was removed for professional cleaning and decontamination.

## Part 2: Prevention Tools

The Disaster Planning survey responses highlighted a number of tools available for prevention of interruption of services. It also showed that many counties did not yet have those tools in place to help avoid interruption of service in the first place.

Here are some of the tools that counties use:

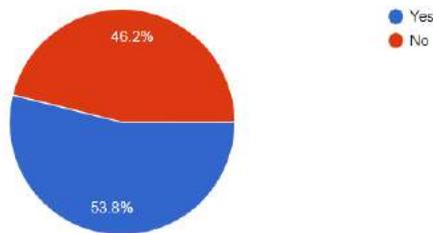
- Backup onsite power (generator, etc)
- Surge protectors
- Uninterruptible Power Supply (UPS)
- Emergency lighting
- Flashlights
- Physical keys for entry if mag card or digital locks are used
- Smart phone for communication, posting releases
- Pre-paid cell phone for

## Part 3: Planning for Off-Site Services

One of the survey questions posed to OACC members was whether they had plans in place for providing services from a secondary/off-site location.

3. Does your county have a satellite office or a designated site where your office could temporarily relocate to continue to offer some of your usual services, even if limited, during an emergency or continuity of operations event?

26 responses



Here are some questions to consider when planning ahead for relocation.

### Assess your situation

- Is this a short-term situation that may just require your office to be closed for 1 – 2 days?
- Will the situation require an evacuation of your building? If so, potentially how long?
- Worst-case scenario – building is destroyed. Do you have a plan?

### Relocation considerations

- Do you have another building within your county that has generator backup that has space for you to set up a temporary workstation?
  - Available laptops or tablets?
- Do you have an arrangement with another local government entity for temporary office space?
- If you have an off-site location, is it stocked with supplies you would need to operate?

### Preparing for off-site needs

- Do you have a “kit to go” filled with all you would need to operate?
- Does your county have servers backing up in a different location in case of a devastating natural disaster (earthquake, floods, etc)?
- Are you responsible to contact media or does your county have a designated person/department that will take care of all offices?
- Do you have a contact list available to your employees? Does this list contain contact information for vendors, other counties and state offices you will need to notify?
- Does your county supply your office with a cell phone for a contact number?

# Part 4: Checklists

## Office On-the-Go Box

- Emergency Radio
- County Emergency Operation Desk Procedures
- Emergency telephone numbers
- Roll call sheet
- Oregon County Clerks Directory
- Manual receipting logs & forms
- Recording Label rolls
- Purchase Orders
- County document listing report of acceptable documents for recording
- County Recording Cover Sheet
- Subdivision & Partition Plat Checklist
- Manual Receipt book
- Package of US Department of State Passport Application Transmittal Sheets – form DS 1832
- Package Voter Registration Cards
- Backup Thumb Drives:
  - Vote-by-mail manual
  - Passport Acceptance Agents Reference Guide
  - Unity County Database
  - Past OCVR Election Reports
  - Recording & Election files on County shared drive
  - Permanent Election Records
  - SOS Manuals
- Date Stamp
- Backup County Seal
- Ideal Ink Refill bottles
- A ream or two of paper
- Scotch tape & thick magic marker (great for making & posting signs in an off-site location)
- Priority mail envelopes & bar code labels (for mailing passport applications)
- A folder of original masters for making copies of commonly used office forms
- Letterhead paper
- Legal note pads
- Post-it notes
- Blank envelopes
- Pens/Pencils
- Binder Clips
- Stapler, staples and staple remover
- White-Out tape
- Name tags (for election and/or observers)
- Bank bag
- Coin envelopes
- Flashlight & batteries
- Dust face masks
- Mouth-to-mouth resuscitation protection
- Plastic disposable gloves
- Plastic trash liners
- First aid kit
- Non-perishable snacks

# Part 5: DHS Election Infrastructure Security and Services

Information presented at:  
Oregon Association of County Clerks Conference  
August 8, 2018

Presentation contents, presenters & their contact information:

- Election Infrastructure Designation as Critical Infrastructure
  - **Barrett Adams-Simmons, DHS**  
Regional Sector Outreach Coordinator  
U.S. Department of Homeland Security  
Office of Infrastructure Protection, Region 10  
[Amanda.adams-simmons@hq.dhs.gov](mailto:Amanda.adams-simmons@hq.dhs.gov)
- Election Infrastructure and Physical Security
  - **Chass Jones, DHS**  
Protective Security Advisor, Oregon  
U.S. Department of Homeland Security  
Office of Infrastructure Protection, Region 10  
[Chass.jones@hq.dhs.gov](mailto:Chass.jones@hq.dhs.gov)
- Election Infrastructure, cybersecurity, and DHS voluntary assessment services
  - **Ron Watters Jr M.Ed GSLC, DHS**  
Cybersecurity Advisor, Region 10  
Stakeholder Engagement and Cyber Infrastructure Resilience (SECIR)  
DHS Cybersecurity and Communications (CS&C)  
Seattle, WA  
[Ronald.watters@hq.dhs.gov](mailto:Ronald.watters@hq.dhs.gov)  
(206) 348-4071

## Election Infrastructure Designation as Critical Infrastructure

**Barrett Adams-Simmons, DHS**  
Regional Sector Outreach Coordinator

### *Election Infrastructure*

Election infrastructure (EI) refers to assets, systems, and networks most critical to the security and resilience of the election process, such as:

- Storage facilities
- Polling places
- Voter registration databases, and the information technology infrastructure and systems used to maintain such databases.
- Information technology infrastructure and systems used to count, audit, and display election results.



**Election Officials IT Systems**

*What part of an election official’s job does not involve IT?*

The typical county election official may be managing more technology than the county’s IT department:

- Election Management Systems
- Voter Registration Systems
- Electronic Poll Books
- Servers
- Workstations/Clients
- Networks – Open & Closed
- Tablets
- Smartphones
- Copiers
- Fax machines
- VoIP
- GIS interfaces
- Websites
- Software versions
- Vendors
- Contracts
- Printers

**DHS Works With A Variety Of State and Local Partners:**

- NASS** National Association of Secretaries of State
- NASED** National Association of State Elections Directors
- Election Center** National Association of Election Officials
- NGA** National Governors Association
- MS-ISAC** Multi-State Information Sharing & Analysis Center

### Election Infrastructure Designation Process

- Election Task Force
- Election Infrastructure Subsector (EIS) Government Coordinating Council (GCC)
- Election Infrastructure Subsector (EIS) Sector Coordinating Council (SCC)
- Election Infrastructure - Information Sharing and Analysis Center (EI-ISAC)
- DHS voluntary EIS system assessments

### Physical Security and Cybersecurity

Chass Jones - Protective Security Advisor, Oregon  
 U.S. Department of Homeland Security

#### DHS Resources for Physical Security

Effective security does not rely on a single process, feature, or policy but is instead comprised of layers of security or “**defense in depth**” while providing an open and transparent environment

#### Significant Areas and Assets (SAAs)

What are the one or two things that you must protect? What are your crown jewels?

#### Physical Security: the Big-4

- Perimeter Security
- Intrusion Detection Systems
- Access Control and Entry Controls
- Closed Circuit TV

#### Assist Visit Walk-Through

- Informal visit and tour of the facility
- Focuses on just physical security topics
- Approximately 2 hours to complete with input from:
  - Facility Engineer
  - Security Manager
- No written report or other “leave behinds” for the facility by PSA
- All pictures, notes, etc. are responsibility of facility

**Eligible facilities:** most county election offices

#### Infrastructure Survey Tool

- The IST is a web-based vulnerability survey tool that applies weighted scores to identify infrastructure vulnerabilities and trends across sectors
- Approximately 6 hours to complete with input from:
  - Facility Engineer
  - Security Manager
  - Emergency Manager
  - Business Continuity Manager
  - IT Manager
  - Communications Manager

**Eligible facilities:** some county level election offices; other large EI locations



### Best Practices Physical Security

1. Make sure the door stays locked
2. Keep an inventory of equipment
3. Have a sign-in/sign-out process, with an escort...Especially important in database storage areas!
4. Monitor Access with card control
5. Record access and movement by installing a camera

## Cybersecurity Overview and DHS Resources

Ronald D. Watters Jr M.Ed GSLC  
Cybersecurity Advisor, Region 10

<b>What is Cyber Resilience?</b>	Protect	(Security)
	Sustain	(Continuity)
	Perform	(Capability)
	Repeat	(Maturity)

### Critical Questions for Consideration

- How do you measure if your cybersecurity efforts are going well?
- Do you plan your cybersecurity activities?
- Do you adhere to a cybersecurity standard of practice?
- Who is responsible and accountable for cybersecurity? Are they measuring and managing the effort?
- What's at risk? Have you identified the potential consequences if your systems are compromised?
- Have you planned for cyber incident management and exercised that plan?
- Can you sustain operations of critical processes following a significant cyber incident?

### Recommendations – where to start

- **Take one item at a time and complete it, chip away at the problem one step at a time**
  - Advantage is that you can show progress completing tasks
  - Disadvantage is that it takes more planning and time.
- **Plan and Budget for ongoing projects**
  - You are not going to be able to complete major infrastructure projects quickly, so plan and prepare.
  - Convene a Configuration Change Management meeting to discuss and have plan approved far in advance of actual commencement of work.
  - Move expensive portions to the next Fiscal year and budget for them.

Incident Response and Information Sharing:  
[nccicustomerservice@hq.dhs.gov](mailto:nccicustomerservice@hq.dhs.gov)

General Inquiries  
[cyberadvisor@hq.dhs.gov](mailto:cyberadvisor@hq.dhs.gov)

### Contact Information

Ronald Watters  
Cybersecurity Advisor Region 10

Seattle, WA  
[Ronald.watters@hq.dhs.gov](mailto:Ronald.watters@hq.dhs.gov)  
(206) 348-4071

Questions:

**Visit the Election Security webpage:**

<https://www.dhs.gov/topic/election-security>

# Part 6: Additional Resources for Counties

## Inter-County Mutual Aid

An omnibus inter-county mutual aid agreement exists that would allow counties to share any resources...personnel, vehicles, etc. There are 19 counties currently signatory to the agreement. Information on the agreement and the signatories can be found here:

<http://www.co.marion.or.us/PW/EmergencyManagement/omnibus/Pages/default.aspx>

## Intra-State Mutual Aid

An intrastate mutual aid agreement is codified in ORS 402.200 that might be helpful/appropriate. It can be used by counties, cities and districts. It's pretty generic and would require some negotiation of costs at the time of the request.

<http://www.co.marion.or.us/PW/EmergencyManagement/omnibus/Pages/default.aspx>

## Active Shooter Information

Given recent events, many counties are offering Active Shooter training. Appendix A includes active shooter information from Sherman's Emergency Action Plan. You might also find the State of Oregon PERS Guide, "[Active Shooter – How to Respond](#)" useful.

## Web Sites

Web sites are a great resource for information from organizations such as Red Cross, Emergency Management info, Wildfire Protection, Ready/Set/Go Evacuation, etc. It is recommended each county obtain pertinent information from your own county's Emergency Management webpage (typically administered by the Sheriff's Office).

### Great Oregon Shakeout

[www.shakeout.org/oregon/](http://www.shakeout.org/oregon/)

This web site provides information for businesses and individuals on earthquake preparation. A worldwide earthquake drill is held every year to encourage awareness and prepare to survive and recover quickly from big earthquakes.

## County Services

There are additional services available to counties like Citizen Alert, Everbridge and Agility Recovery. Again, it is recommended each county obtain pertinent information from your own county's EMS webpage. Sherman's Everbridge service came in very handy during the fire last week, with several notifications concerning evacuation levels received via cell phone.

## Business Continuity Plan

Many counties are required to have Continuity Plans in place per their Sheriff's Office. If not, a sample business continuity plan can be found in Appendix B. The 2011 Disaster Planning Committee worked with the SOS and vendors to develop this plan.

# Appendix A: Active Shooter Information

## ACTIVE SHOOTER/AGGRESSOR INCIDENTS

Violence in the workplace incidents have become more common recently. Some of the common elements are:

- The victims are usually selected at random.
- A variety of weapons may be used, including fire arms, explosives and knives.
- The attacks are unpredictable.
- The situation evolves quickly and lasts only 12 minutes on average.
- The shooter/aggressor often takes their own life when confronted by law enforcement.

### Survival Principles

In an active shooter/aggressor situation, you should consider three responses:

#### *Escape*

When running to escape the aggressor, there are key points to remember:

- Help others escape if possible, but evacuate whether or not they agree to join you.
- Move quickly and follow the shortest escape route.
- When you've escaped, warn others against entering the building.
- If you encounter law enforcement, raise your hands to show you're not armed.

Call law enforcement, but only when it is safe to do so. Give them the location of the incident and any other useful information. Examples of useful information are the number of aggressors, their gender, appearance, clothing and weapons, and numbers and details about victims. Also tell if the attacker is a stranger or an ex-employee.

#### *Hide*

If you're caught up in an active shooter/aggressor incident, and your only escape route is blocked, your next best option is to hide in a secure location. There are four principles to remember when hiding from an aggressor:

- Avoid hiding in a confined place.
- Find a lockable room and then lock and blockade the door, turn off the lights and close the blinds.
- Be as quiet as possible and call 911 if it won't alert the aggressor and leave the line open for the dispatcher.
- If you're with others, spread out and develop a plan for if the aggressor gains entry.

#### *Engage*

You should never attempt to take on an aggressor, unless there is no other option. But sometimes there is no other option. Suppose the aggressor is on a rampage, all escape routes are blocked off, and there is nowhere to hide. You can hear the aggressor approaching. You have no other option but to engage. There are four principles to remember when engaging:

- Don't hesitate or attempt to negotiate, but instead strike hard and aggressively to neutralize the threat.
- Improvise weapons, such as fire extinguishers, chairs, tools, socks full of coins, or any heavy object.
- Commit to your actions-adopt an offensive mindset.

## Reacting to Law Enforcement

When law enforcement officers arrive to an active shooter/aggressor incident, their role is to stop the aggressor as soon as possible. On the scene they will probably be wearing their regular patrol uniforms or external bulletproof vests. Even if they are in plain clothes, they will be wearing law enforcement badges or insignias.

Expect law enforcement personnel to be armed. Some may have rifles or shotguns, others may have handguns, and some may be armed with pepper spray. Don't be surprised if their behavior is brusque-shouting commands, pushing individuals to the ground, and not stopping to help the injured.

## When EMS Arrives

When EMS arrives, those with life threatening injuries will be treated first. Medical triage will be established to quickly assess and group individuals by level of injury.

Injured individuals will be moved to a centralized location for treatment when it's established that the area is safe.

Those with injuries requiring further medical attention will be transported to medical facilities.

Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control and all witnesses have been identified and questioned. Don't leave that area until you are instructed by law enforcement authorities to do so.

# Appendix B: Sample Business Continuity Plan

Plan starts on the next page.



# Sample County Clerk Business Continuity Plan

## Revision History:

Version	Description of Change	Date
Version 1.1	Initial Plan	1/2016
Version 1.2	Annual Update	1/2017
Version 1.3	Annual Update	1/2018

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**Emergency Contact Information:****For All Emergencies Call 911 (from office phone 9-911)****Sample County:**

Name:

Work #

Cell #

Home #

Email

**County Administrator:****Human Resources:****IT:****Facilities:**

HVAC

HVAC

Custodial  
Supervisor**Public Information Officer:****Risk Management:****Road Department:** Transportation

Sample County:	Name:	Work #	Cell #	Home #	Email
<b>Sheriff's:</b>	Non-Emergency	541-693-1234	541-815-3456		
			24/7 #		
	Emergency Management Officer				
	Captain				
	Captain				
	Lieutenant				
	Lieutenant				

**City of xxxx IT:** Service Desk phone number is 541-xxx-xxxx, open M-F from 7 a.m. to 5 p.m. After hours, there is an option during the recording to press in case it is an emergency--once pressed, it dials the cell phone number of one of the below.

- Operations Sup
- Sr Network Admin
- Network Admin

**BOPTA Board Members:**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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**Additional Emergency Phone Numbers:**

Poison Control	800-962-1253	
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National Response Center (toxic chemical and oil spills)	800-424-8802	
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American Red Cross	800-540-2000	
	541-382-2142	

		<a href="http://mountainriver.redcross.org/">http://mountainriver.redcross.org/</a>
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Pandemic Influenza		
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		<a href="http://www.pandemicflu.gov/">http://www.pandemicflu.gov/</a>
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**Staff Contact Information:**

<b>Employee</b>	Contact	Carrier Information	Emergency Contact During work hours	Relationship	Contact Information

\* Indicates phone number is a landline

## Vendor Contact Information:

<b>Election Numbers</b>			
Fluence Automation	Support Center Service # 888-832-4902 Tag #102255A	George Varghese (office) 847-423-7515 (cell) 847-337-8586 GVarghese@fluencemail.com Ark Nieckarz ANieckarz@fluencemail.com	Craig Frislie 970-893-0943 CFrislie@fluencemail.com  Brian Beck 253-432-9843 BBeck@fluencemail.com
BMS Technologies	541-388-0789	bms@bendmailing.com <a href="http://www.bendmailing.com">www.bendmailing.com</a>	Ballot / Voters' Pamphlet Inserter
Clear Ballot	Help Desk 857-250-4961	support@clearballot.desk-mail.com <a href="http://www.clearballot.com">www.clearballot.com</a>	Art Harvey 541-218-5899 Art.Harvey@clearballot.com Carolyne Kelley 720-215-5434 Carolyn.Kelley@clearballot.com Don DeFord 503-269-7224 Donald.DeFord@clearballot.com
NeoPost	800-910-7678 503-367-7905 cell	Scott Brenton, Sales Manager	Purchase envelope opening equipment <a href="http://www.neopost.com">www.neopost.com</a>
OACC		<a href="http://www.oacclerks.org">www.oacclerks.org</a> <a href="mailto:clerks@oacclerks.org">clerks@oacclerks.org</a>	
OCVR Helpdesk	877-490-5938	<a href="https://www.ocvr.sos.state.or.us">https://www.ocvr.sos.state.or.us</a> <a href="http://spirit.saberconsulting.com">http://spirit.saberconsulting.com</a>	<a href="mailto:ocvrhelp@hp.com">ocvrhelp@hp.com</a>
Reciprocal Counties	IGA counties with Clear Ballot		
Ryder Elections	541-382-5934 541-419-5673 (Tom cell) 541-419-5672 (Scott cell) 541-350-2813 (Kyle cell)	<a href="http://www.rydergraphics.net">www.rydergraphics.net</a> <a href="mailto:tom@ryderelectionservices.com">tom@ryderelectionservices.com</a> <a href="mailto:scott@rydergraphics.net">scott@rydergraphics.net</a> <a href="mailto:kyle@rydergraphics.net">kyle@rydergraphics.net</a>	Ballot programing & printing Voters' Pamphlet Printing
Secretary of State	503-986-1518	Steve Trout 503-986-2339 Eric Jorgensen 503-930-8716	Oregonvotes.gov steve.trout@oregon.gov Eric.JORGENSEN@oregon.gov
<b>Recording Numbers</b>			
Amerititle	541-389-7711	<a href="mailto:Bendrecorders@ameri-title.com">Bendrecorders@ameri-title.com</a>	Amerititle
Confirm Delivery	888-960-6245 option 1	<a href="http://www.confirmdelivery.com">www.confirmdelivery.com</a>	Vendor # 29561

CSC / Ingeo	855-200-1150	Reggie Rogers <a href="mailto:reggie.rogers@cscglobal.com">reggie.rogers@cscglobal.com</a>	eRecording
Deschutes County Title	541-389-2120	<a href="mailto:stevem@deschutestitle.com">stevem@deschutestitle.com</a>	
EPN	888-325-3365 x 11241	Lesia Hoseck <a href="mailto:lesia@recordingpartners.net">lesia@recordingpartners.net</a>	eRecording
First American Title	541-382-4201	<a href="mailto:dahillier@firstam.com">dahillier@firstam.com</a>	
Helion	503-362-9394	<a href="http://www.helionsoft.com">www.helionsoft.com</a> <a href="mailto:support@helionsoft.com">support@helionsoft.com</a>	Recording & BOPTA applications
IndeComm Global	877-272-5250	Randy Hauper <a href="mailto:Randall.hauper@indecmm.net">Randall.hauper@indecmm.net</a>	eRecording
Merchant Connect	800-725-1243	Acct # 549473 Merchant # 8016832555	Debit Card Services Provider
Northwest Handling Systems	800-442-6431		Records Center Shelving
OAR (Counties & Special Districts Retention Schedule)		<a href="http://sos.oregon.gov/archives/Pages/records_retention_schedule.aspx">http://sos.oregon.gov/archives/Pages/records_retention_schedule.aspx</a>	
Oregon Administrative Rules (OARs)		<a href="http://sos.oregon.gov/archives/Pages/oregon_administrative_rules.aspx">http://sos.oregon.gov/archives/Pages/oregon_administrative_rules.aspx</a>	
Oregon State Archives	503-373-0701	<a href="http://sos.oregon.gov/archives">http://sos.oregon.gov/archives</a>	Microfilm storage
Oregon Legislature		<a href="https://www.oregonlegislature.gov/">https://www.oregonlegislature.gov/</a>	
Oregon Revised Statutes		<a href="https://www.oregonlegislature.gov/bills_laws/Pages/ORS.aspx">https://www.oregonlegislature.gov/bills_laws/Pages/ORS.aspx</a>	
Oregon Vital Records	971-673-1160	<a href="mailto:Karen.r.hampton@state.or.us">Karen.r.hampton@state.or.us</a>	Marriage & Domestic Partnership records
Seattle Passport Agency	206-808-5739	<a href="http://travel.state.gov">http://travel.state.gov</a> <a href="mailto:seattlecs@state.gov">seattlecs@state.gov</a>	Seattle Passport Agency
Simplifile	800-460-5657 209-740-2326	Josh Holmes <a href="mailto:jholmes@simplifile.com">jholmes@simplifile.com</a> <a href="mailto:support@simplifile.com">support@simplifile.com</a>	eRecording

T-Accelligence	603-692-4227 fax	<a href="mailto:ryansullivan@occam.com">ryansullivan@occam.com</a>	Passport applications Facility ID #070494
Technical Imaging Services	360-567-1260 Darrell Tomlinson	<a href="mailto:darrellt@tisimaging.com">darrellt@tisimaging.com</a>	Microfilming services
Western Title	541-330-1215	<a href="mailto:desrecording@westerntitle.com">desrecording@westerntitle.com</a> <a href="mailto:ccookson@westerntitle.com">ccookson@westerntitle.com</a>	
<b>Vendors</b>			
Barcode Source	800-545-2442	<a href="mailto:sales@barcodesource.com">sales@barcodesource.com</a>	Recording labels & wax ribbon
BiMart	541-389-5508	Charge account available	
Butte Enterprises, Inc	541-923-5758	Keith Caudle <a href="mailto:keith@butte-enterprises.com">keith@butte-enterprises.com</a>	Mail Opener Service & Repair
Canon USA			
Centro	541-382-3534	<a href="http://www.centro.com">www.centro.com</a>	VNC & VCC
Kenveo	503-654-3141	Dan Taylor	Election envelopes
CopiersNW	Service # 800-244-6405	206-282-1200, x 1258 Acct Receivable	Copier repair & maintenance IR 1023N, A2953, SN# TJE08167
Canon USA	800-323-9170	Contract # GS-03F-046DA	IR Adv 500, HA 328, SN# QLL08058 IR Adv 6565, HA 335, SN# SMJ2495
Coriant Inc.	541-306-4842	Gale Slaughter: 541-420-4604 Toll Free 866-479-9070	VNC & VCC <a href="http://www.coriantinc.com">www.coriantinc.com</a>
FedEx	800-463-3339	Acct #2315-8113-8	<a href="http://www.fedex.com">www.fedex.com</a>
Integra Paperless Business Solutions	800-444-8688		ScanPro 3000, Unit 6334, SN# 96357
Minuteman Press	541-749-2900		Archive Labels
NeoPost	800-910-7678 206-764-9000	Mark Allen, 541-591-1411 <a href="mailto:m.allen@neopost.com">m.allen@neopost.com</a> <a href="http://www.nwhs.com">www.nwhs.com</a>	Sales Contact: Scott Brenton Mail Opening Machines purchase/repair
Northwest Handling	800-442-6431	Customer # 283500A	2950 Allane Ave, Unit C, Eugene 97402 541-334-6487 fax #
Office Max	800-472-6473	Acct #8888-0001-0288-1340-86	<a href="http://www.officemax.com">www.officemax.com</a>
Pacific Office Automation	541-388-1276		Printer repair & maintenance
Paige Box Company	800-223-1901 ext 179	Steve Anderson	Brown Archive Boxes
Quill	800-789-1331	Account #5429863	<a href="http://www.quill.com">www.quill.com</a>

Press Pros Printing Company	541-389-7767	<a href="http://www.presspros.net/printing">www.presspros.net/printing</a>	Letterhead, envelopes, business cards, etc.
Shelton Turnbull (Bill Dietz)	541-687-1214	<a href="mailto:Bill.Dietz@stprint.com">Bill.Dietz@stprint.com</a>	Unsigned Ballot Postcard Vendor
Signature Graphics	503-256-5956	<a href="http://www.signature-graphics.com">www.signature-graphics.com</a>	Insertion, printing
Summit Power Systems, Inc.	541-389-7870	<a href="mailto:jclawson@seior.com">jclawson@seior.com</a> Josh Clawson: 541-410-3081	Back power for Tabulation and Sign Verification areas
United Grocers		Acct #60124600060543365	
UPS	800-742-5877	Acct #5YY304	
<b>News Media Numbers</b>			
Bend Radio Group	541-382-5263	<a href="mailto:phatmatt@bendradiogroup.com">phatmatt@bendradiogroup.com</a>	
Bulletin	541-382-1811	<a href="mailto:news@bendbulletin.com">news@bendbulletin.com</a>	
Cascade Business News	541-388-5665	<a href="mailto:pamela@cascadebusnews.com">pamela@cascadebusnews.com</a>	
Combined Communications	541-382-5263	<a href="mailto:Brandon@combinedcommunications.com">Brandon@combinedcommunications.com</a>	
COTV	541-749-5151	<a href="mailto:info@zolomedia.com">info@zolomedia.com</a>	
Horizon Broadcasting	541-383-3825	<a href="mailto:dclemens@horizonbroadcastinggroup.com">dclemens@horizonbroadcastinggroup.com</a>	
KOHD (Zolo Media)	541-749-5151	<a href="mailto:info@zolomedia.com">info@zolomedia.com</a>	
KTVZ	541-383-2121	<a href="mailto:ktvz@ktvz.com">ktvz@ktvz.com</a>	
Newberry Eagle	541-536-3972	<a href="mailto:info@NewberryEagle.com">info@NewberryEagle.com</a>	
Oregonian	503-221-8100	<a href="mailto:newsroom@oregonian.com">newsroom@oregonian.com</a>	
Redmond Spokesman	541-548-2184	<a href="mailto:news@redmondspokesman.com">news@redmondspokesman.com</a>	
Sisters Nugget	541-549-9941	<a href="mailto:editor@nuggetnews.com">editor@nuggetnews.com</a>	
Source Weekly	541-383-0800	<a href="mailto:aaron@tsweekly.com">aaron@tsweekly.com</a>	

## Response:

### Emergency Situations

Sample County's Sample Services Building has an **Emergency Operation Desk Procedures** that is to be followed. It provides protocols for the following emergency situations:

- ✓ Reporting methods
- ✓ Crime In Progress
- ✓ Hazardous Chemicals
- ✓ Fire
- ✓ Medical Emergencies – First Aid
- ✓ Earthquakes
- ✓ Evacuations of Person with Impairments
- ✓ Emergency Reporting
- ✓ Building Evacuations
- ✓ Bomb Threat

Reminders: If needing to evacuate

Remain calm

Leave all belongings behind (grab car keys, coats, purses, etc.)

Get out in an orderly manner, assisting the public in exiting the building

Go to pre-designated assembly area

During an election, are ballots:

secured behind locked doors

covered with plastic, if necessary

Wait at assembly area for building response team to provide directions

### Unknown substance

In the event an unknown substance is discovered (in mail, ballots, etc.), without exiting the area, notify someone immediately to call 9-911. Area shall be secured and anyone in the area will remain waiting for further instructions from emergency personnel.

## Continuity and Recovery Steps:

- ✓ Assess Impact
  - Identify and evaluate situation
  - Address County Emergency Management requirements and processes as needed
  - Notify Team, Employees, Customers, Dependencies and Media
  
- ✓ Resume Continuity Processes
  - Determine appropriate continuity steps and implement processes
    - Prioritize processing work backlog, day-to-day workload, and build action plan
    - Create log and document backlog
    - If procurements are made, **keep receipts** for insurance reimbursement
  - Notify Team, Employees, Customers, Dependencies and Media of any changes
  - Note: An additional On-the-Go box is located off site at the County Clerk's home
  
- ✓ Validate Continuity Processes
  - Test processes and technology to validates dependencies and components functioning correctly
  - Contact partners, as needed, to assist with validation
  
- ✓ Restore to Normal Operations
  - Determine when processes and technology can return to normal and reasonable time frame for deactivation
  - Implement normal processes and technology
  - Connect with County Emergency Management as needed

## Communications:

- ✓ Use whatever communication means available:
  - Phone
  - Cell phone
  - Text
  - Email
  - Fax

## Continuity Steps

### Archive / Record Center

**Continuity Solution:** Partial Hold Until Restored

**Solution:** If primary site were lost, would have to decide at time of disaster. Recording office has other copies available.

Dependency	Continuity Solution	Solution	Vital Records Location	Steps to Retrieve or Recreate
File Maker Pro	Manual workaround	~Manual search through boxes ~Wait for IT to restore data	~14 NW Kearney ~Backup hard drive in Recording Supervisor's office ~Licenses limited to specific PCs	~Manual record of all changes made in last 7 days in lateral file cabinet ~Track/log records dated during lost data period ~Input data as prioritized ~Ensure software available, accessible & functioning ~Ensure data correct
Archive Forms	Partial hold until restored	~Hold non-critical requests. ~For critical requests, complete information on piece of paper	~Intranet S/:Clerk/Archives ~Available on flash drive in On-the-Go box	~Print new forms ~Contact county staff as needed
OAR Retention Schedule	Hold until restored	~Stop processing new requests till OARs are available	State Archive <a href="http://sos.oregon.gov/archives">sos.oregon.gov/archives</a>	~Print new Schedule ~ Contact county staff as needed
Pocket Plan	Manual workaround	~Pocket includes emergency numbers & contact info	Each employee copy On-the-Go box	~ Print new Pocket Plan
Desktop PCs	Manual workaround	~File Maker Pro installed on 5 PCs. If all PCs unavailable wait for IT to install on additional PC	Installed on PC: Archive, Jeff's, Nancy's, Shirley's & CH-CK-C33	~ Notify staff & county stakeholders
Wave Machine	Manual workaround	~Use a ladder from Prop & Facilities or rent man-lift		~ Buy or rent ~ Wave purchased from NW Handling

Archive / Records Center	Determine at time of incident	~If records destroyed, unable to retrieve requests ~If building not available, need to decide alternative site to move records	14 NW Keen St.	~ Relocation options: if records damaged, may need to rent/buy freezer space to secure records for restoration If building not available, would need to decide on alternate site ~ Communicate with Risk Mgmt & Prop & Facilities as needed
Local Area Network	Manual workaround	~Wait for IT to restore network ~Manually search for records or inform customers to return in a few weeks		~ Review requests & backlog ~ Communicate resources required ~ Notify stakeholders as needed
General Office Supplies	Use alternate supplies	~Use On-the-Go box supplies & purchase new as needed		~ Use supplies from On-the-Go Box ~ Check if available from other departments ~Buy new
Staffing	1 staff need to perform	~3 backups with skill set available ~Minimum with skill set = 1		~ Jeff, primary ~ Backups: Shirley & Nancy ~ Ensure backup have: SOPS, access to facility, control system, work space & equipment

## Continuity Steps

### Board of Property Tax Appeals (BOPTA)

**Continuity Solution:** Manual Workaround

**Solution:** Restore to mobile site if during session, partial hold if not during session.

Dependency	Continuity Solution	Solution	Vital Records Location	Steps to Retrieve or Recreate
Laptop	Manual workaround	Work with vendor, IT staff and assessor's staff		Contact IT to install
Copier/Printer	Manual workaround	Work with vendor, IT staff		Contact IT to install
Scanner	Manual workaround	Work with vendor, IT staff		Contact IT to install
Internet Connection	Hold until network restored	IT to restore		Notify Helion
Deschutes Service Building	Determine at time of incident	~If during hearings, work with IT, assessor & Facilities (alternative hearings room)		~Contact IT to redirect telephone number & install software (computers) ~ Notify employees, PIO, media, DOR, public & stakeholders of location, phone, email changes ~Post relocation information online and/or with telephone recording
Helion	Manual workaround	Work with vendor and assessor's staff		~Contact IT to install software on computers ~ Notify PIO, DOR, board, appellants, assessor staff and media as needed
DOR Clerk's Manual, DOR Board Manual	Manual workaround	Reprint from DOR website at alternative location	DOR website	
Microphone and Speakers	Manual workaround			~Buy as needed
General Office Supplies	Use alternate office supplies			~Buy supplies as needed
Envelopes	Manual workaround	Use alternate envelopes for shipping if necessary		~Buy from office supply store
Staffing	Cross trained internal staff	1 trained clerk, 3 BOPTA Board members	Board contact info in On-the-Go box	~Beckey Nelson or Melodie Kirk, and any 3 BOPTA current Board members

## Continuity Steps

### License Issuance

**Continuity Solution:** Manual Workaround

**Solution:** Take up to 24 hours to restore to alternate site

Dependency	Continuity Solution	Solution	Vital Records Location	Steps to Retrieve or Recreate
Declaration	Manual workaround	Provide applicant with blank sheet of paper entitled Declaration		~Instruct applicant to tell story, sign and date ~Keep copy of declaration
Marriage Packet DP Packet	Manual workaround	Contact or visit other county	Available in On-the-Go box Intranet: s:\clerk\webpages	~Forms available S:/clerk/marriage/... ~Contact/visit other county to obtain Required Federal Fetal Alcohol Syndrome pamphlet & memento certificate
Receipt Book	Manual workaround	Hand write receipt on pre-numbered receipts	Available in On-the-Go box	~Sealed receipt book in On-the-Go box ~Buy more supply as needed
State License Form	Manual workaround	Contact or visit other county to obtain State license form	Available in On-the-Go box	~Contact other counties to obtain ~Wait for IT to restore Helion to print completed forms
Deschutes Service Building	Relocate to alternate site	~If site impacted, determine alternative site ~If region impacted, emergency management would oversee		~Work with Emergency Management and Facilities ~Notify staff, PIO, media, other counties, dept ~Post relocation information online and/or with telephone recording ~Transfer telephone and fax numbers
Cash Bag	Manual workaround	Use envelope or other secure holding device to ensure security of cash		~Cash bag available in On-the-Go box ~Purchase or borrow from finance
Check Endorser	Manual workaround	Manually endorse checks		~Contact Finance for acct number ~Manually endorse check with acct number & dept

Staffing	Cross trained internal staff	Staff cross trained to process licenses Minimum with skill set = 2		~Shirley Smith, Pam Jones, Becky Bond, Amy Macbeth & Jeff Sage ~Ensure backup have: SOPS, access to facility, control system, work space & equipment
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## Continuity Steps

### Passport Application Acceptance

**Continuity Solution:** Manual Workaround  
**Solution:** Restore to mobile site if available

Dependency	Continuity Solution	Solution	Vital Records Location	Steps to Retrieve or Recreate
PARG	Manual workaround	~CD in On the Go Box ~Intranet S:/ drive ~Re-order	~Front counter ~On-the-Go box	~Notify staff, PIO, Seattle Passport, others as needed
Application Forms	Manual workaround	~USPS ~Online	Any USPS <a href="http://www.travel.state.gov">www.travel.state.gov</a>	Notify staff & vendor
Receipt Book	Manual workaround	Hand write pre-numbered written receipt	Sealed Receipt book in On-the-Go box	~Electronic receipts normally printed ~Purchase from office supply store
Clerk Official Seal	Manual Workaround	~Two seals available ~If seals not available, send applicants to USPS		~Contact PIO for press release ~Customers can receive forms from USPS
Deschutes Service Building	Relocation – if site or region impacted	~If site impacted, determine alternative site ~If region impacted, emergency mgmt would oversee		~Work with IT to install software on computers ~Transfer telephone and fax numbers ~Work with Emergency Mgmt and Facilities for alternative site ~Notify staff, PIO, media, other counties, dept: location & phone/email/fax changes ~Post relocation information online and/or on telephone recording ~Request resources
Internet Connection	Hold until network team restored	IT to restore		
Cash Bag	Manual workaround	Use envelopes or other secure holding device to ensure security of cash		~Cash bag in the On-the-Go box ~Office Supply Store to purchase new one
Check Endorser	Manual workaround	~Finance provide account number		~Contact Finance for account number ~Buy endorsement stamp

		~Manually endorse w/ acc't # & Dept		
Envelopes	Manual workaround	~Use alternate envelopes for shipping if needed ~Included in On-the-Go box		~Buy from office supply store
Stapler	Manual workaround	Alternate included in On-the-Go box		~Alternate included in On-the-Go box ~Buy heavy duty stapler if surpasses 2 weeks
Deputized Staff	Cross trained staff	Standard number with this skill set = 2; minimum = 1		~Staff able to perform: Shirley Smith, Pam Jones, Becky Bond & Amy Macbeth
Confirm Delivery	Vendor	<a href="http://www.confirmdelivery.com">www.confirmdelivery.com</a>		~Alternate traceable mail delivery: USPS, UPS, Fedex, etc) ~Notify staff

## Continuity Steps

### Permanent Record Retention (Microfilm)

**Continuity Solution:** Manual Workaround  
**Solution:** Restore as time permits, not critical

Dependency	Continuity Solution	Solution	Vital Records Location	Steps to Retrieve or Recreate
Desktop PCs	Hold until restored	Hold until restored before processing		Wait for IT to restore
Deschutes Service Building	Determine at time of incident	Not critical – wait till primary site is restored		Relocate if site or region impacted
Safe	Hold until restored			Secure documents in water resistant, secured location during processing
State Archives	Manual workaround Determine at time of incident	Duplicates in storage room	Inventory available in File Maker Pro	~Check if records available in storage room ~Wait for State to notify of impact or restoration

## Continuity Steps

### Recording Services

**Continuity Solution:** Manual Workaround  
**Solution:** Restore to mobile site if available

Dependency	Continuity Solution	Solution	Vital Records Location	Steps to Retrieve or Recreate
Helion	Manual workaround	Work with vendor, title companies and over the counter copies to restore data	On-the-Go box has written instructions entitled Manual Recording Procedures	~If disaster occurred and data was restored to a point in time beyond 1 day, contact title companies to have them provide index & images from previous day. ~For over the counter, pull printed documents from printer. ~ Veteran discharge documents would be lost from clerk's record and would have to be re-done ~Contact Veteran's Srvc's, PIO & Admin, media
Alpha Listing Report	Utilize Electronic Version	Available online	Available in On-the-Go box	~If not available contact legal counsel for advice or other counties for answers to questions regarding documents that can be recorded ~S:/clerk/recording/....
Pre-Printed Recording Label	Manual workaround	Available in the On-the-Go box	Available in On-the-Go box	~Could print more with access to internet and Word
Receipt Book	Manual workaround	Hand write pre-numbered written receipts	Available in On-the-Go box	
Time Clock	Manual workaround	~Hand write time & date on document or use alternate date stamp	~Alternate available in On-the-Go box ~Use time on cell phones	

Safe	Decide at time of disaster	Use other department's safe		~Seek other county safe to store records ~Ask BOCC for resolution to declare emergency, temporarily halting recording services, ask for alternate location w/safe. ~Safe size determined at time of event
Sample Service Building	Relocation – if site or region impacted	~If site impacted, determine alternative site ~If region impacted, emergency mgmt would oversee ~Three stations needed for temp recording process		~Work with IT to install computer software & redirect telephone numbers, location setup ~Transfer telephone and fax numbers ~Work with Emergency Mgmt and Facilities for alternative site ~Notify staff, PIO, media, other counties, dept: location & phone/email/fax changes ~Post relocation information online and/or on telephone recording ~Request resources
Internet Connection	Hold until network restored	IT to restore		Notify title companies, Helion and eRecording vendors
Cash Bag	Manual workaround	Use envelopes or other secure holding device to ensure security of cash		~Cash bag in the On-the-Go box ~Office Supply Store to purchase new one
Check Endorser	Manual workaround	~Finance provide account number ~Manually endorse w/ acc't # & Dept		~Contact Finance for account number ~Buy endorsement stamp
Envelopes	Manual workaround	~Use alternate envelopes for shipping if needed		~Included in On-the-Go box ~Buy from office supply store
Stapler	Manual workaround	Use alternate		~Alternate included in On-the-Go box ~Buy heavy duty stapler if surpasses 2 weeks
Deputized Staff	Cross trained staff	Standard number with this skill set = 6; minimum = 3		~Staff able to perform: Jeff Sageser, Shirley Boone, Pam Gibson, Beckey Nelson & Amy Sorenson
Keys to Cash Drawers	Manual workaround	Contact Finance		Set of keys in Finance Safe (check-in/out)
Keys to Archive Books	Manual workaround	Contact clerk or supervisor		Keys in lockbox in Safe room
General Office supplies	Use alternate office supplies	On-the-Go box contains supplies		Buy supplies as needed

## Continuity Steps

### Election Administration & Voter Registration

**Continuity Solution:** Manual Workaround

**Solution:** Depending on disaster, if primary site lost or damaged, then need to relocate

Dependency Dependency #	Continuity Solution	Solution	Vital Records Location	Steps to Retrieve or Recreate
<b>Automated Mail Opening Machines</b>	Use alternate hardware	~Utilize secondary opener ~Attempt to borrow or procure	Back secured room	~Attempt to borrow other dept's (finance, etc.) ~Contact NeoPost to borrow or procure ~Determine if equipment can be repaired or replaced
<b>Automobiles</b>	Use alternate equipment	Borrow county vehicle		~Request to borrow vehicles from other dept (admin, road, CDD).
<b>Ballot Packages</b>	Manual workaround	~Contact vendors to attempt replacement of ballot package contents ~If unable to deliver by 14 <sup>th</sup> day, contact State for directive	~Clerk's office ~BMS Technologies warehouse ~Ryder Elections ~ Cenveo	~Check supply locations ~Contact vendors for supplies needed & insertion availability ~Determine if extra staffing needed ~Notify State Elections, staff, PIO, media, stakeholders, other counties as needed
<b>Ballots, Voted</b>	Determine solution at time of disaster	~Depending on nature of situation: Contact State Elections to inform or for directive	Safe room	~Review ballots for proper next steps ~Contact Ryder Elections if more ballot stock required ~Contact State Elections, Admin, BOCC, PIO, media, Election Board, stakeholders If possible, duplicate
<b>Ballot Transport Boxes</b>	Use alternate equipment	Request Prop & Facilities to deliver	Archive/Records Center	Contact to request Facilities deliver boxes stored in Archive / Records Center
<b>Bar Code Scanners</b>	Manual workaround	~Utilize trained staff to 10-key the ballot ID numbers for signature verification		~Contact staff ~Locate scanners, move if necessary ~Review process with staff ~Contact IT, vendor, PIO & admin, media if needed

<b>Fluence Automation Sorter</b>	Manual workaround	Manual signature verification & ballot precincting		<ul style="list-style-type: none"> <li>~Revert to manual ballot signature verification process</li> <li>~Use mail trays to sort ballots by precinct</li> <li>~Notify staff &amp; election board</li> </ul>
<b>Booth, Voter Privacy</b>	Manual workaround	Use temporary booths stored in Archive/Records Ctr		<ul style="list-style-type: none"> <li>~Contact Facilities to deliver temporary voter privacy booths stored in Archive/Records Center</li> </ul>
<b>Carts</b>	Manual workaround	Purchase new carts		<ul style="list-style-type: none"> <li>~Contact Facilities to repair</li> <li>~Contact other departments to borrow</li> <li>~Purchase new carts</li> </ul>
<b>Community Development</b>	Manual workaround	Issue provisional ballots		<ul style="list-style-type: none"> <li>Issue provisional ballots if residential address cannot be confirmed</li> </ul>
<b>Copier/Printer</b>	Use alternate hardware	If available, utilize other county equipment	Work room and near work stations	<ul style="list-style-type: none"> <li>~Utilize other dept copier/printer</li> <li>~Work w/IT first to resolve</li> <li>~Attempt to procure new equipment (Costco, Walmart, Amazon, etc.)</li> <li>~Notify staff, IT &amp; equipment vendor (Pacific Office Automation)</li> </ul>
<b>Deschutes Service Building</b>	Relocate to alternative site	<ul style="list-style-type: none"> <li>~Determine options to relocate</li> <li>~If Region impacted, emergency management would oversee process</li> </ul>		<ul style="list-style-type: none"> <li>~Work with Emergency Management</li> <li>~Notify employees, PIO, Admin, media, other counties, State Elections, county departments as needed</li> <li>~Post relocation information online and/or with telephone recording</li> <li>~Transfer telephone and fax numbers</li> <li>~Ensure security of ballots</li> <li>~Relocation options if site impacted: Sheriff's office, Road Dept, Fair &amp; Expo, Record Center</li> </ul>
<b>Desktop PCs</b>	Manual workaround	Utilize alternative hardware		<ul style="list-style-type: none"> <li>~Utilize other county PCs</li> <li>~Utilize laptops</li> <li>~Work with IT to purchase &amp; configure</li> <li>~Notify IT, Admin, PIO, media, State Elections as needed</li> </ul>
<b>Dropsite Collection Box</b>	Manual workaround	Station deputized personnel at drop site to manually collect	Various locations	<ul style="list-style-type: none"> <li>~Contact election workers &amp; Sheriff to staff dropsite</li> <li>~Be sure election worker deputized</li> <li>~Acquire equipment for worker comfort (tent, heater, booth, etc.)</li> <li>~Signage and traffic control as needed</li> <li>~Contact Admin, PIO, State Elections, media, other counties, staff, election workers</li> </ul>

<b>Election Forms</b>	Manual workaround	Reprint as necessary	~S:/Clerk/Elections/ ~On-the-Go Box has CD with current forms	Retrieve forms from intranet or current CD in On-the-Go Box
<b>Election Filing Forms, Filed</b>	Manual workaround	~Retrieve copy from candidate or district ~Possible copy online	~Clerk's website ~Election's binder or file folder	Contact candidate or district for copy
<b>Election Supplies &amp; Vendors</b>	Manual workaround	~See Vendor & Supply List to procure ~Emergency supplies in On-the-Go box		~Use contact information on list to seek procurement
<b>Email</b>	Manual workaround	~Utilize temporary internet email accts ~Notify State Elections		<b>Administration:</b> ~May need to setup temporary email accounts (e.g. gmail, hotmail, etc) ~Website notification for UOCAVA voters directing where to fax or email ballots ~Notify State Elections, PIO, media, staff, county stakeholders & other counties as needed ~If not able to recreate lost data, may request directive from State Elections depending on timing
<b>Fax Machine for UOCAVA</b>	Use alternate hardware	~Utilize other county fax if available ~Request IT re-route ~Procure new machine	Ballot reception room	~Contact State Elections, County IT, webmaster, equipment vendor, State Elections & PIO if needed ~IT can re-route fax number to other machine ~Identify alternative hardware, plug in alternative fax into correct telephone port & test ~Procure new if IT cannot re-route ~Utilize other department fax machines for outgoing fax's
<b>Hummingbird Image Basic</b>	Manual workaround	Add house exception for voters whose image not scanned – review physical VR card		~Create log and document backlog ~Ensure software functioning correctly ~Request additional staffing ~Alphabetize VR cards by last name ~Establish location & box for VR cards ~Put VR cards in safe at end of day ~Notify Admin, PIO, media, staff, stakeholders, other counties as needed

<b>ID Badges</b>	Manual workaround	~Utilize badges in On-the-Go box ~Request from HR ~Purchase from supply store	Vote-by-mail Room Safe	~Utilizes badges in On-the-Go box or in election supply box ~Use colored paper to create
<b>IT</b>	Manual workaround	Decide at time of disaster		~See Internet Local Area Network below for details ~Notify Admin, PIO, media, staff, election workers, other counties as needed ~Contact State Elections to notify or issue directive declaring an emergency and receive election extension
<b>Internet  Local Area Network</b>	Decide at time of disaster	Utilize alternative site		<b>Election Administration:</b> ~See <b>Election Internet Connection Alternative</b> page 34 for details ~Notify State Elections, issue directive declaring an emergency and receive election extension if needed ~Notify staff, PIO, media, county stakeholders, other counties as needed <b>Voter Registration:</b> ~Hold data processing until restored ~If lengthy outage, contact other county or City of Bend to resume data processing at their site ~Notify State Elections, issue directive declaring an emergency and receive election extension if needed ~Notify staff, PIO, media, county stakeholders, other counties as needed
<b>Key, for all equipment</b>	Manual workaround	Contact election worker that had keys issued		~Extra keys located in Safe Room and with Facilities
<b>Key, Tabulator Room</b>	Manual workaround	Use manual lock	Tabulator Room	~Use manual lock ~Utilize locksmith (Facilities)
<b>Media /Local Newspapers</b>		See List for Media		~Email, fax or hand-deliver ~Post notices in public locations & online

<b>MS Office Suite</b>	Manual workaround	~Request IT to reinstall ~If IT unavailable, purchase, reinstall ~Utilize alternate installs		~MS Office installed on laptops ~Request IT to reinstall ~If IT unavailable, purchase, reinstall ~If necessary, utilize alternate installs (other county systems, home systems, etc.)
<b>OCVR</b>	Partial hold until restored	Work with State Elections to recover		~Contact OCVR helpdesk & State Elections ~Determine what data was lost ~Recreate work as necessary ~Notify staff, State Elections, Admin, PIO, media, stakeholders, other counties as needed
<b>OCVR Backup</b>	Manual workaround	Recreate OCVR backup of data to issue ballots; cannot recreate voter history or signatures		~Contact OCVR Helpdesk & State Elections ~Utilize CDs with reports to manually issue ballots ~Review steps to manually issue ballots ~Notify staff, PIO, media, stakeholder, other counties as needed
<b>Personnel:</b>				
<b>Supervisor</b> <b>County Clerk</b> <b>Specialist</b>	Vendor/Temporary Staff	Identify alternate staff Standard number with skill set = 1		~Identify needs & internal staff available & trained to perform tasks: clerk, election sup, recording sup, election specialist, retired clerks ~Contact HR & State Elections for assistance ~Vendor/Temporary staff (retired clerks)
<b>Election Workers:</b> <b>Delivery drivers</b> <b>Drop Site Boards</b>	Cross trained internal staff	See Election Worker Substitution List		~Standard number for delivery = 4 ~Standard number for drop site = 2 ~Standard number for boards = 5-40 ~Contact those on list ~Contact HR for available retirees
<b>On Call Workers</b>	Cross trained internal staff	See Election Worker Substitution List		~Standard number = 2-7 ~Signature verification ~Telephone / front counter
<b>Scanner Operator</b>	Cross trained internal staff	Cross trained staff		~Standard number = 1-3 ~ Pam & other
<b>Facilities</b>	Manual workaround	Utilize alternate staff and vendors		~Assess situation and determine the needed services ~Contact HR to assist in utilizing other deputized staff to collect mail, deliver & setup booths and drop boxes ~Work with Risk for other services, electrical, HVAC, etc.

<b>PIO</b>	Manual workaround	Contact Admin to determine appropriate actions		
<b>Desktop Scanners</b>	Manual workaround	Scanning process on hold	On work stations	~On hold until scanner available ~Attempt procurement of new equipment
<b>Sheriff's office</b>	Manual workaround	Utilize other agencies or private companies		~Work with Sheriff liaison to determine best course of action ~Utilize other agencies or private companies to perform function
<b>Telephone</b>	Use alternate hardware	Utilize cell phones (county, personal, etc.) Contact Brandon, IT		~Utilize alternate where available: county or personal cell phones ~Work w/IT to redirect phone numbers, can be re-directed to cell phones during business hours through phone carrier ~Notify IT, staff, State Elections, Admin, Sheriff, PIO, media, Facilities, other counties, Ryder Elections, BMS Technologies, election workers & stakeholders as needed
<b>Time clock for date stamp and/or for "Official Time"</b>	Manual workaround	~Hand write time on doc's ~Utilize cell phone clock	Office area	~Utilize pen & paper to record date & time on doc's ~Utilize cell phone clock to determine 8 pm
<b>Voting System:</b>				
<b>Scanning Equipment</b>	Decide at time of disaster	~Reciprocal agreements with other counties ~Follow certification procedure	Tabulation Room	~Depending on election size, if <10K, count by hand; if >10K utilize IGA's with other counties (Crook, Douglas, Jefferson) & Ryder ~Contact State Elections to inform or for directive ~Notify staff, Admin, PIO, media, county stakeholders as needed
<b>Clear Ballot</b>	Manual workaround	~Decide at time of disaster ~Acquire compatible PC & software	~Safe ~Ryder Elections ~County IT ~County Clerk's home ~Clear Ballot	~Notify State Elections to inform or for directive ~Contact Clear Ballot & IT: acquire/setup PC with software ~Ensure software functions correctly ~Notify staff, other counties, and Admin, PIO, media & stakeholders as needed

<b>Voter Registration:</b>				
<b>Completed Voter Registration Cards</b>	Manual workaround	Contact State Elections for directive		~Contact State Elections for directive Contact PIO, media with directive information
<b>Voter Registration Stock</b>	Manual workaround		~Under counter ~Website ~On-the-Go box	~Contact State Elections to send more ~Print electronic copies ~Borrow from neighboring counties/agencies
<b>Online Voter Registration</b>				Contact State elections, OCVR Helpdesk, PIO, media as necessary
<b>UPS</b>	Manual workaround	Find alternative power source	Tabulator & Ballot Reception rooms	~Contact Facilities & IT (Brandon) to provide alternative power source ~Initiate Reciprocal agreements with other counties depending on estimated outage ~Notify as needed State Elections, staff, other counties

## Election Internet Connection Alternative (signature verification):

Oregon Centralized Voter Registration (OCVR) system is the statewide voter registration system for the state of Oregon and includes election management functionality. In the event Internet connection fails during a critical point in the election cycle, the following has been established to continue signature verification.

1. Internet connection / OCVR non-responsive
2. Reboot computer, still not responsive
3. Notify County Clerk
4. County Clerk conducts self-diagnosis of Internet connection, go to <http://www.time.gov> and <http://timeanddate.com> to confirm accuracy of time and date
5. If time and date is not accurate (a previous time and date displayed), contact IT to verify Internet is down
6. IT contacts Internet provider to confirm outage and estimated duration of outage
7. If Internet is down, go to Step 8, if it is not the Internet, go to Step 16
8. County Clerk determines whether or not to declare Business Continuity Plan (BCP) "In Effect"
  - a. It is estimated that from the time the outage is observed by Clerk's office until an off-site location can be established two (2) hours have elapsed [1 hour to confirm outage/1 hour to move and setup]. Based on the estimated duration of outage and point within election cycle, BCP declaration will be determined by County Clerk.
9. If BCP not declared, continue work that can be conducted without access to OCVR. Re-evaluate if outage continues beyond estimate, otherwise the event is over and this BCP ceases.
10. If BCP is declared, begin notification process, contact:
  - a. IT
  - b. State Elections Director
  - c. Public Information Officer (PIO)
  - d. Sheriff's office
  - e. Facilities
  - f. Other counties
11. Meet with Clerk's office staff to organize move:
  - a. Establish communication contacts:
    - i. Incident – generally County Clerk
    - ii. Business process – generally County Clerk or Election Supervisor
    - iii. Public / media – generally PIO
  - b. Gather supplies and secure ballots for transport
  - c. Arrange staff transport
  - d. Determine frequency of ballot transport to and from City of Bend
  - e. Document list of cell and phone numbers, update with established City of Bend number for distribution to support team
  - f. Distribute list of phone numbers to County support teams
12. Meet with PIO to review event details and distribution

13. Relocate to City of Kimberly IT designated area
14. If event occurs while ballots are being issued, convert to issuing provisional/manual ballots
15. Restore to normal operations (deactivate BCP)
  - a. Clerk validates connections to OCVR / Internet by logging on to OCVR from county office
  - b. Contact IT that BCP is deactivated and restoring normal operations
  - c. Meet with support team to organize return of resources and close down BCP at City of Bend
  - d. Meet with Clerk's team to resume normal operations
  - e. Notify PIO, media, State Elections and other counties
16. If Internet is not down
  - a. OCVR site may be down, reboot PCs to access other OCVR site
  - b. If unable to connect to other OCVR site contact State Elections for instructions

## Internet / Power Alternative (Manually Issue a Ballot)

A ballot may be issued manually using the following reports:

E-020  
VR-011  
BP-021  
EX-001

The E-020 Address Library Report in Election Management is used to determine which ballot style a voter is issued.

Voters complete a Provisional Voter Registration card. Use the log to track ballots issued manually, copy in the On-the-Go box. Number the Provisional Ballots beginning with the first one issued for the election and then number consecutively.

When a provisional ballot is issued the following information must be on the envelope and the Provisional Voter Registration Card:

Voter Name  
Voter Address  
Election Date  
Ballot Style Issued  
Provisional Ballot #

Once the power and/or internet returns, the provisional registration and ballots issued manually must be entered into OCVR see How to Manual.

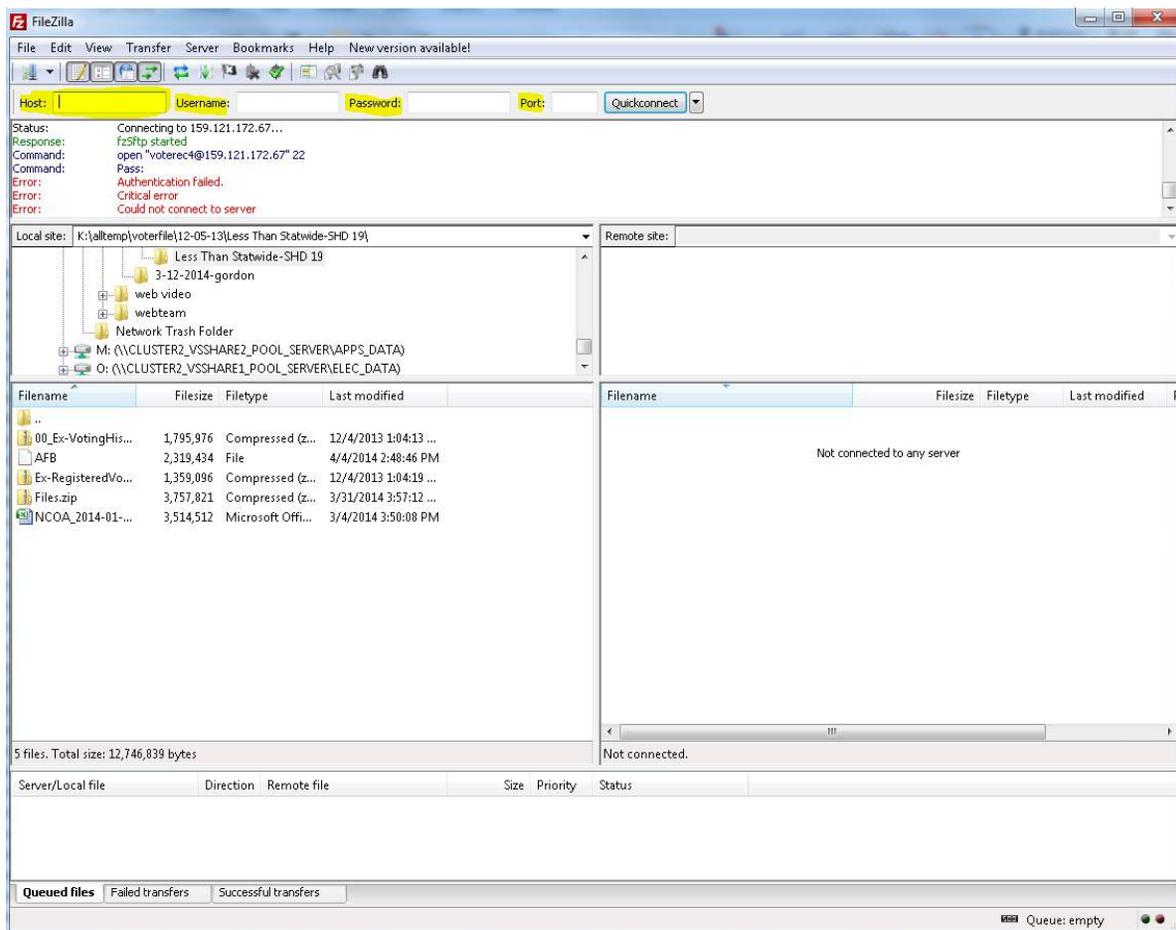
# Oregon Secretary of State, Election Division, *How to Access the sFTP Site*

## Download or Open sFTP software

*If you do not have a sFTP program, you can download a free copy here:*

<https://filezilla-project.org/download.php?type=client>

Once you download the software, your screen should look something like this:



## Log In

Host: 159.121.172.67 Username: Password: Port: 22 Quickconnect

**Host:** 159.121.172.67

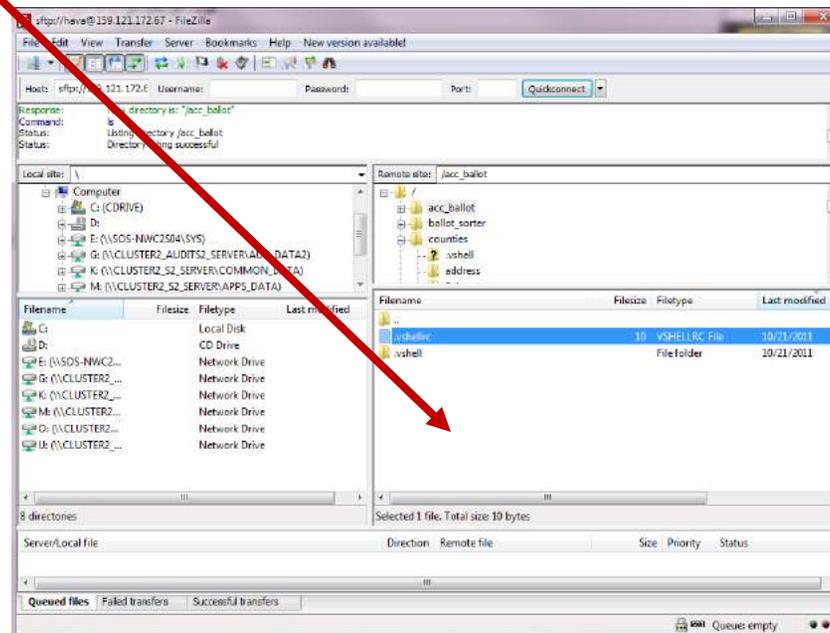
**Username:** If username is unknown, please contact SoS office

**Password:** If password is unknown, please contact SoS office

**Port:** 22

## Retrieve File

File(s) will appear in this pane



**Two options to retrieve:**

1. Drag file to desktop, or
2. Right-click → view/edit.

**a.** Once file is open, **Save As** in preferred folder.



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