

# **Housing Authority of the County of Alameda Continuity of Operations Plan**



September 2018

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## A. PROMULGATION STATEMENT

The Housing Authority of the County of Alameda's (HACA) mission is to deliver housing, housing assistance and related services to persons in need. To accomplish this mission, HACA must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the HACA Continuity of Operations Plan and programs to ensure the organization is capable of conducting its essential mission and functions under all threats and conditions.

Key HACA personnel who are relocated under this plan are collectively known as the Continuity Leadership Team. Upon plan activation, members will deploy to the City of Hayward or the Livermore Housing Authority, as determined by the Continuity Leadership Team. Upon arrival, continuity personnel will establish an operational capability and perform essential functions within 12 hours from the time of the activation of the Continuity of Operations Plan, for up to a 30-day period or until normal operations can be resumed.

This plan is developed in accordance with guidance in the *National Continuity Policy Implementation Plan*; Continuity Guidance Circular 1 (CGC 1), *Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions)*, dated July 2013; Continuity Guidance Circular 2 (CGC 2), *Continuity Guidance for Non-Federal Governments*, dated October 2013; and other related Directives and guidance.

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Christine Gouig  
Executive Director  
Housing Authority of the County of  
Alameda

**B. RECORD OF CHANGES**

**Document Change Table**

Change Number	Section	Date of Change	Individual Making Change	Description of Change
1	All	Sept 2018	Oscar Macias	Initial Release

## **C. PURPOSE**

This document provides planning and program guidance for implementing HACA's Continuity of Operations Plan and programs to ensure the organization is capable of conducting its essential mission and functions under all threats and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on HACA's mission, personnel, and facilities.

The Continuity of Operations Plan is the framework HACA will utilize to operate, or rapidly resume operations, during an actual or potential emergency. The current changing threat environment and recent emergencies, including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue their essential functions in an all-hazards environment and across a spectrum of emergencies. These conditions have increased the importance of having continuity programs that ensure continuity of essential functions.

## **D. SCOPE**

This Continuity of Operations Plan applies to the functions, operations, and resources necessary to ensure the continuation of HACA's essential functions in the event its normal operations at its office building are disrupted or threatened with disruption. This plan applies to all HACA personnel. HACA staff should be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

This document ensures HACA is capable of conducting its essential mission and functions under all threats and conditions, with or without warning.

## **E. SITUATION OVERVIEW**

According to the National Continuity Policy Implementation Plan, it is the policy of the United States to maintain a comprehensive and effective continuity capability. To that end, by continuing the performance of essential functions through a catastrophic emergency, the non-Federal Governments support the ability of the Federal Government to perform National Essential Functions (NEFs), continue Enduring Constitutional Government, and ensure that essential services are provided to the Nation's citizens. A comprehensive and integrated continuity capability will enhance the credibility of our national security posture and enable a more rapid and effective response to, and recovery from, an emergency.

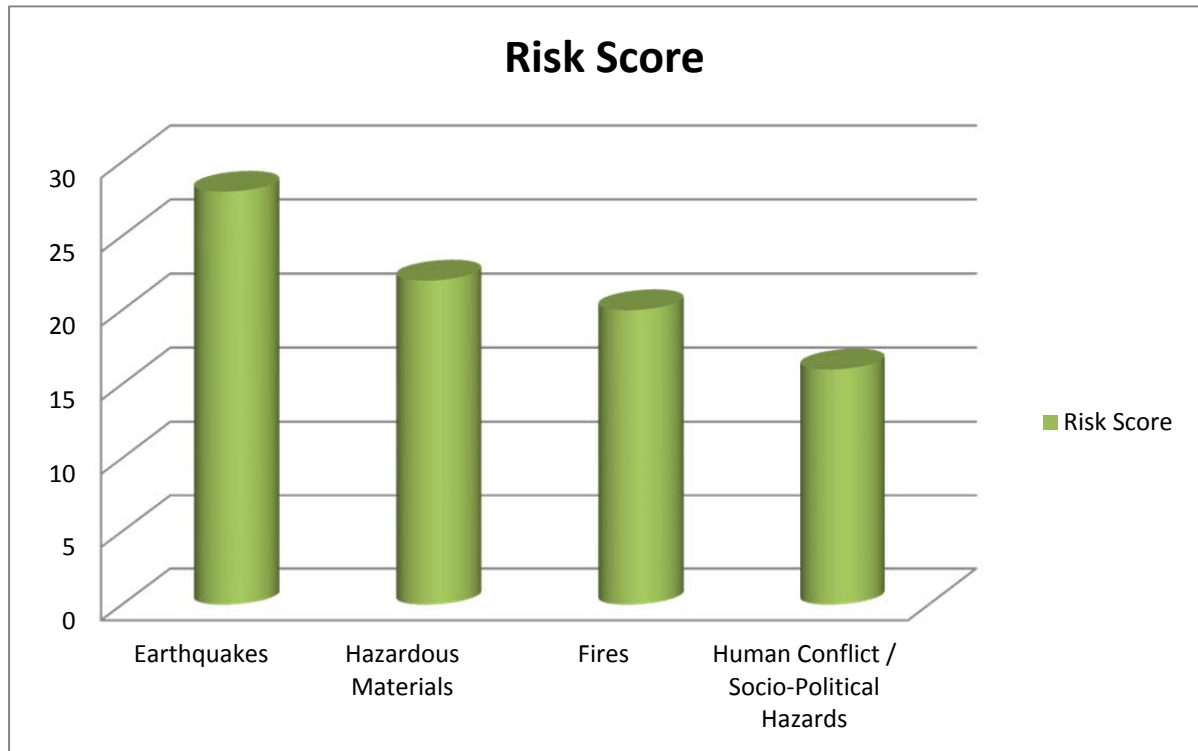
Further, continuity planning should be based on the assumption that organizations will not receive warning of an impending emergency. As a result, a risk assessment is essential to continuity planning. Risk-specific appendices that address the results of HACA's risk assessment are found in Annex G.

HACA's continuity facilities were selected following an all-hazards risk assessment. This

risk assessment addresses the following:

- Identification of all hazards specific to the area
- A *Business Impact Analysis* to determine the:
  - Rating of probability of each hazard's likelihood of occurrence;
  - Rating to determine the vulnerability to each hazard; and
  - Rating of the severity of overall impact if failure occurs.

During the risk assessment the following risks were identified as the top risks for HACA.



As a result of the assessments and analyses described above it was concluded that the impact of disruption experienced by HACA can be classified into one of three possible levels:

Level 1 – Critical Incident	Level 2 – Major Emergency	Level 3 - Disaster
An operational interruption where the damage is minor in nature and is expected to last less than 24 hours.	Interruption is anticipated to be greater than one business day, but not more than 7 business days.	Operational interruption is anticipated to be in excess of 7 business days.
Actions:	Actions:	Actions:
1) Implementation of emergency procedures 2) No anticipated activation of Continuity of Operations Plan	1) Implementation of emergency procedures 2) Probable activation of Continuity of Operations Plan	1) Implementation of emergency procedures 2) Activation of Continuity of Operations Plan 3) Potential implementation of devolution protocols

## F. PLANNING ASSUMPTIONS

This Continuity of Operations Plan is based on the following assumptions:

- HACA operates within a geographical area that is subject to natural, technological, and human conflict hazards;
- HACA conducts operations that require the sustainment of essential functions that could be adversely affected by impacts associated with identifiable and unknown threat conditions;
- Any substantive impact to HACA essential functions could have a detrimental effect on business continuity internally, which would have a corresponding negative effect on staff, clients, allied organizations, and the general community;
- Development of an effective and realistic plan for maintaining HACA business continuity during periods of crises or emergency represents a meaningful and valid policy;
- Emergencies or threatened emergencies may adversely affect HACA's ability to maintain identified essential functions;
- Staff may become disaster victims as a result of the event and not be available to respond to or provide support to HACA;
- Staff and other resources outside the area affected by the emergency can be made available, if required, to continue essential functions;
- An emergency condition may require the relocation of the HACA personnel to the continuity facility at the City of Hayward or the Livermore Housing Authority; and
- The continuity facilities will support HACA personnel and the continuation of HACA's essential functions by available communications and information systems within 12 hours from the time the Continuity of Operations Plan is activated, for potentially up to a 30-day period or until normal operations can be resumed.

## G. OBJECTIVES

A series of planning objectives have been identified for the Continuity of Operations Plan. As a guidance document, the Continuity of Operations Plan was developed as a resource to assist HACA leadership and staff in managing impacts to, and disruptions of, the essential functions. The objectives of HACA's Continuity of Operations Plan are to:

1. Develop a system for sustaining HACA operations during a crisis;
2. Reduce loss of life and minimize property damage and loss;
3. Reduce or mitigate disruptions to operations;
4. Ensure the performance of HACA's essential functions under all conditions;
5. Ensure the efficient succession of leadership in the event a disruption renders key HACA leaders unavailable to perform their responsibilities;
6. Develop a relocation plan where HACA can continue to perform its essential functions, as appropriate, in the event of a disruption;
7. Protect critical facilities, equipment, vital records, and other assets, in the event of a disruption; and
8. Execute a timely and orderly recovery and reconstitution from an emergency.

The continuity planning objectives for non-federal agencies are identified in CGC 1, *Continuity Guidance for Non-Federal Governments (States, Territories, Tribal, and Local Government Jurisdictions)*, dated July 2013.

## H. CONCEPT OF OPERATIONS

There are four (4) phases of implementation for the Continuity of Operations Plan. If phases 1-4 cannot be executed due to an event that has rendered HACA leadership and staff unavailable to support, or incapable of supporting, the execution of the plan, devolution of control and direction will be necessary.

Phase 1	Readiness and Preparedness are activities to ensure personnel can continue essential functions.
Phase 2	Activation and Relocation are the initial processes used between 0-12 hours of plan activation.
Phase 3	Continuity Operations describes the operational procedures for the continuation of essential functions up to day 30 or until resumption of normal operations can occur.
Phase 4	Reconstitution describes the process to begin recovery, mitigation, and termination of the Continuity of Operations Plan activation.
Devolution of Control and Direction are the processes necessary to transfer all HACA essential functions and responsibilities to personnel at a different location if Phases 1-4 cannot be executed.	

## I. PHASE I: READINESS AND PREPAREDNESS

HACA will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment. HACA readiness activities are divided into two key areas:

- Organization readiness and preparedness
- Staff readiness and preparedness

### Organization Readiness and Preparedness

HACA preparedness incorporates hazard/threat warning systems, which include:

- [AC Alert System](#)
- [United States Geological Survey \(USGS\) Earthquake Notification Service \(ENS\) updates](#)
- Reverse 9-1-1
- California Health Alert Network
- Various news reporting sources

### Staff Readiness and Preparedness

HACA personnel will prepare for a continuity event and plan in advance for what to do in an emergency. Personnel should also develop a Family Support Plan to increase personal and family preparedness. The [www.ready.gov](http://www.ready.gov) website provides guidance for developing a Family Support Plan and includes a “Get Ready Now” pamphlet that explains the importance of planning and provides a template that can be tailored to meet family-specific planning requirements.

HACA continuity personnel will create and maintain drive-away kits. Continuity personnel are responsible for carrying the kits to the continuity facility or pre-positioning the kits at the continuity facility. A typical drive-away kit should contain those items listed in the table below.

### Drive-Away Kit

Drive Away Kit	
<ul style="list-style-type: none"> <li>• Identification and charge cards               <ul style="list-style-type: none"> <li>– Organization identification card</li> <li>– Driver's license</li> <li>– Organization travel card</li> <li>– Health insurance card</li> <li>– Personal charge card</li> </ul> </li> <li>• Communication equipment               <ul style="list-style-type: none"> <li>– Pager</li> <li>– Organization cell phone</li> <li>– Personal cell phone</li> </ul> </li> <li>• Hand-carried Essential Records</li> <li>• Continuity of Operations Plan</li> <li>• Directions to continuity facility</li> <li>• Maps of surrounding area</li> <li>• Business and leisure clothing</li> <li>• Flashlight</li> </ul>	<ul style="list-style-type: none"> <li>• Business and personal contact numbers               <ul style="list-style-type: none"> <li>– Emergency phone numbers and addresses (relatives, medical doctor, pharmacist)</li> </ul> </li> <li>• Toiletries</li> <li>• Chargers/extra batteries for phones, GPS, and laptop</li> <li>• Bottled water and non-perishable food (i.e., granola, dried fruit, etc.)</li> <li>• Medical needs               <ul style="list-style-type: none"> <li>– Insurance information</li> <li>– List of allergies/blood type</li> <li>– Hearing aids and extra batteries</li> <li>– Glasses and contact lenses</li> <li>– Extra pair of eyeglasses/contact lenses</li> <li>– Prescription drugs (30-day supply)</li> <li>– Over-the-counter medications, dietary supplements</li> </ul> </li> </ul>

In addition, HACA will conduct the following continuity readiness and preparedness activities:

- Annual refresher training on Continuity of Operations Plan basics;
- Annual assessment of personal computer availability for telecommuting

#### J. PHASE II: ACTIVATION

To ensure the ability to attain operational capability at continuity facilities and with minimal disruption to operations, HACA will execute activation plans as described in the following sections.

##### Decision Process Matrix

Based on the type and severity of the emergency situation, HACA's Continuity of Operations Plan may be activated by one of the following methods:

- (1) The governor of California, Alameda County executive, city mayor, or city administrator may declare a state or local emergency which would require continuity activation

- (2) The Executive Director, or a designated successor, may initiate the Continuity of Operations Plan activation for the entire organization, based on an emergency or threat directed at the organization

Continuity Plan activation is a scenario-driven process that allow flexible and scalable responses to the full spectrum of all-hazards/threats that could disrupt operations with or without warning and during work or non-work hours. Continuity of Operations Plan activation will not be required for all emergencies or disruptions, since other actions may be more appropriate.

The decision to activate HACA's Continuity of Operations Plan and related actions will be tailored for the situation and based on projected or actual impact and whether or not there is warning. To support the decision-making process regarding plan activation, key organization personnel will use the decision matrix below to support that process.

Decision Matrix for Continuity Plan Implementation		
	Work Hours	Non-Work Hours
Event With Warning	<ul style="list-style-type: none"> <li>• Is the threat aimed at the facility or surrounding area?</li> <li>• Is the threat aimed at organization personnel?</li> <li>• Are employees unsafe remaining in the facility and/or area?</li> </ul>	<ul style="list-style-type: none"> <li>• Is the threat aimed at the facility or surrounding area?</li> <li>• Is the threat aimed at organization personnel?</li> <li>• Who should be notified of the threat?</li> <li>• Is it safe for employees to return to work the next day?</li> </ul>
Event Without Warning	<ul style="list-style-type: none"> <li>• Is the facility affected?</li> <li>• Are personnel affected? Have personnel safely evacuated or are they sheltering-in-place?</li> <li>• What are instructions from first responders?</li> <li>• How soon must the organization be operational?</li> </ul>	<ul style="list-style-type: none"> <li>• Is the facility affected?</li> <li>• What are instructions from first responders?</li> <li>• How soon must the organization be operational?</li> </ul>

As the decision authority, the Executive Director will be kept informed of the threat environment using all available means, including HACA's Emergency Communications Center, regional notification systems, local operations and State and

local reporting channels and news media. The Executive Director will evaluate all available information relating to:

- (1) Direction and guidance from higher authorities
- (2) The health and safety of personnel
- (3) The ability to execute essential functions
- (4) Changes in threat advisories
- (5) Intelligence reports
- (6) The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment
- (7) The expected duration of the emergency situation

### Alert and Notification Procedures

HACA's Continuity Leadership Team will initiate notification of status and operability any time an internal or external impact affects business continuity and mission effectiveness.

Notification	Level 1 – Critical Incident	Level 2 – Major Emergency	Level 3 - Disaster
Housing Staff	Yes	Yes	Yes
Housing Sites	Yes	Yes	Yes
Commission	Yes	Yes	Yes
HUD	Yes	Yes	Yes
Local Government		Yes	Yes
Corporate Partners		Yes	Yes
Utility & Service		Yes	Yes
Primary Vendors	Yes	Yes	Yes
Compliance Agencies	Yes	Yes	Yes
Media & Press		Yes	Yes
Continuity Facilities		Yes	Yes

### Relocation Process

Once the Continuity of Operations Plan is activated and personnel are notified, HACA will relocate continuity personnel and Essential Records to one or both of its continuity facilities, if necessary. HACA continuity personnel will deploy/relocate to the continuity facilities to perform HACA's essential functions and other continuity-related tasks. Two continuity facilities have been identified for HACA:

Continuity Facility A	Continuity Facility B
City of Hayward 777 B Street Hayward, CA 94541 Point of Contact: Laurel James (510) 583-4303	Livermore Housing Authority 3203 Leahy Way Livermore, CA 94550 Point of Contact: Alfred Dulay (925) 447-3600

Emergency procedures during work hours with or without a warning will be implemented as follows:

- Continuity personnel will depart to the designated continuity facility from the

primary operating facility or current location.

- Non-continuity personnel present at the primary operating facility or another location will receive instructions from the Executive Director or designee. In most scenarios, non-continuity personnel will be directed to proceed to their homes to wait for further guidance.
- At the time of notification, if available, information will be provided regarding safety precautions and routes to use when leaving the primary operating facility.
- Continuity personnel will assess the functionality of the digital information systems needed for operations and will give a time estimate to repair/relocate digital equipment.

Emergency procedures during non-working hours with or without a warning will be implemented as follows:

- Continuity personnel will depart to the assigned continuity facility from their current location.
- Continuity personnel will assess the functionality of the digital information systems needed for operations and will give a time estimate to repair/relocate digital equipment.
- Non-continuity personnel will remain at their residence or other designated facility to wait for further instructions.

Non-continuity personnel may be required to replace or augment continuity personnel during activation. These activities will be coordinated by the Continuity Leadership Team with the replacement staff on a case-by-case basis. Non-continuity personnel will remain available to replace or augment continuity personnel, as required.

In the event of an activation of the Continuity of Operations Plan, HACA may need to procure necessary personnel, equipment, and supplies that are not already in place for continuity operations on an emergency basis. The Executive Director maintains the authority for emergency procurement.

#### **K. PHASE III: CONTINUITY OPERATIONS**

Upon activation of the Continuity of Operations Plan, HACA will continue to operate at its primary facility until ordered to cease operations by the Executive Director. At that time, essential functions will transfer to the continuity facility. HACA should ensure that the continuity plan can be operational within 12 hours of plan activation.

The Continuity Leadership Team will be first to arrive at the continuity facility to prepare the site for the arrival of the continuity personnel. Upon arrival at the continuity facility, the team will:

- Ensure infrastructure systems, such as power and heating, ventilating, and air conditioning are functional
- Address telephone inquiries from staff
- Create an emergency call center forwarded from HACA's main telephone line

- Contact the United State Post Office to put a “hold” or “forward” mail order on HACA’s mail (if necessary)
- Identify any documents which may be missing due to loss during the event

As continuity personnel arrive, the Continuity Leadership Team will conduct in-processing to ensure accountability. In addition, the office will identify all organization leadership available at the continuity facility.

Upon arrival at the continuity facility, HACA continuity personnel will:

- Report immediately for check-in and in-processing
- Receive all applicable instructions and equipment
- Report to their respective workspace as notified during the activation process
- Retrieve pre-positioned information and activate specialized systems or equipment
- Monitor the status of HACA’s personnel and resources
- Continue HACA’s essential functions
- Prepare and disseminate instructions and reports, as required
- Comply with any additional continuity reporting requirements
- Notify family members, next of kin, and emergency contacts of preferred contact methods and information

The continuity facility will be staffed by HACA personnel on an as needed basis, for the purpose of ensuring that continuity operations are properly supported, that resources are allocated, goals are met, and to serve as a central point of information dissemination and agency contact. The functions of the continuity facility may include:

- Receive, analyze, and disseminate situational information affecting business continuity
- Order, track, and manage resource orders and requests from impacted departments
- Maintain staffing schedules
- Function as the single point of contact on issues of business continuity
- Monitor facility safety and stability
- Monitor external conditions
- Develop and formulate periodic action plans, status reports, and communications for internal and external dissemination
- Continue HACA’s essential functions
- Ensure safety, sustainability, and status HACA’s vehicle fleet
- Other duties as assigned by the Executive Director or Continuity Leadership Team

A requirement of the Continuity Leadership Team is to account for all HACA personnel. The team will use a call-down telephone tree and/or automated telephonic call-back system to account for all personnel. In the instance that a personnel member cannot be reached using either of these systems, the next of kin will be contacted to ensure the

person's safety.

During continuity operations, HACA may need to acquire necessary personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The Executive Director maintains the authority for emergency acquisition.

#### **L. PHASE IV: RECONSTITUTION OPERATIONS**

Within 30 days of an emergency relocation, the following individuals will initiate and coordinate operations to salvage, restore, and recover HACA's primary operating facility after receiving approval from the appropriate state and local law enforcement and emergency services:

- The Executive Director will serve as the Reconstitution Manager for all phases of the reconstitution process.
- Each department's Continuity Leadership Team member will designate a reconstitution point-of-contact (POC) to update office personnel on developments regarding reconstitution.

During continuity operations, the Executive Director should determine the status of the primary operating facility affected by the event by completing a damage assessment. Upon obtaining the status of the facility, the Facilities Manager will determine how much time is needed to repair the primary operating facility and/or acquire a new facility. Should HACA decide to repair the facility, the Facilities Manager has the responsibility of supervising the repair process and should notify the Executive Director of the status of repairs, including estimates of when the repairs will be completed.

Reconstitution will commence when the Executive Director or other authorized person ascertains that the emergency situation has ended and is unlikely to reoccur. These reconstitution plans are viable regardless of the level of disruption that originally prompted implementation of the Continuity of Operations Plan. Once HACA has made this determination in coordination with other state, local and/or other applicable authorities, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the continuity facility
- Reconstitute HACA's primary operating facility and begin an orderly return to the facility
- Relocate to another facility, if necessary

Before relocating to the primary operating facility or another facility, the Continuity Leadership Team will conduct appropriate security, safety, and health assessments to determine building suitability. In addition, the I.T. Manager will verify that all systems, communications, and other required capabilities are available and operational and that HACA is fully capable of accomplishing all essential functions and operations at the new or restored primary operating facility.

Upon a decision by the Executive Director or other authorized person that HACA's primary operating facility can be reoccupied or that HACA will be reestablished in a different facility:

- HACA's Continuity Leadership Team should notify its partners and other applicable operations centers with information regarding continuity activation status, HACA's continuity facility, operational and communication status, and anticipated duration of relocation.
- The Continuity Leadership Team will develop space allocation and facility requirements.
- The Continuity Leadership Team will notify all personnel that the emergency or threat of emergency has passed and actions required of personnel in the reconstitution process.
- The Continuity Leadership Team will coordinate with outside agencies and/or other applicable facility management group to obtain office space for reconstitution, if the primary operating facility is uninhabitable.
- The Continuity Leadership Team will develop procedures, as necessary, for restructuring staff.

Upon verification that the required capabilities are available and operational and that HACA is fully capable of accomplishing all essential functions and operations at the new or restored facility, the Executive Director will begin supervising a return of personnel, equipment, and documents to the primary operating facility or a move to a temporary or new permanent primary operating facility. The Continuity Leadership Team will develop return plans based on the incident and facility within 24 hours of plan activation.

HACA will continue to operate at its continuity facility until ordered to cease operations by the Executive Director. At that time, essential functions will transfer to the primary operating facility. The Continuity Leadership Team will develop resumption plans based on the incident and facility within 24 hours of plan activation.

The I.T. Manager will identify any records affected by the incident. In addition, the I.T. Manager will effectively transition or recover Essential Records and databases, as well as other records that had not been designated as Essential Records, using the plan outlined below; the Continuity Leadership Team will develop Essential Records transition and recovery plans based on the incident and facility within 24 hours of plan activation.

When the continuity personnel, equipment, and documents are in place at the new or restored primary operating facility, the remaining HACA staff at the continuity facility or devolution site will transfer essential functions, cease operations, and deploy to the new or restored primary operating facility. The Continuity Leadership Team will oversee the orderly transition from the continuity facility of all HACA functions, personnel, equipment, and records to a new or restored primary operating facility. The Human Resources Manager will develop a process for receiving and processing employee claims during the continuity event, including processing Human Resources claims (such as, Workers' Compensation, compensation for injuries, overtime pay, etc.) and replacing lost or broken equipment.

HACA will conduct an After Action Review (AAR) once back in the primary operating facility or in a new primary operating facility. HACA is responsible for initiating and completing the AAR and all departments within HACA will have the opportunity to provide input to the report. The AAR will address the effectiveness of the continuity plans and procedures, identify areas for improvement, document these in HACA's corrective action program (CAP), and then develop a remedial action plan as soon as possible after the reconstitution. HACA is responsible for documenting areas for improvement in the CAP and developing a remedial action plan. In addition, the AAR will identify which, if any, records were affected by the incident, and will work with the I.T. Manager to ensure an effective transition or recovery of Essential Records and databases and other records that had not been designated as Essential Records. AAR and CAP documentation are maintained by HACA.

#### **M. DEVOLUTION OF CONTROL AND DIRECTION**

Devolution is the capability to transfer statutory authority and responsibility for critical functions from HACA's primary operating staff and facilities to another organization. It also is the ability to sustain that transferred operational capability for an extended period. Devolution is a way of ensuring capability in the event that leadership or staff are unavailable to support the execution of HACA's essential functions.

As part of continuity planning, HACA has identified the following conditions under which devolution may be necessary:

- HACA has lost the ability to perform essential services and functions as a result of substantial impact.
- HACA has lost key operating personnel which renders the performance of essential functions impossible.
- HACA has lost core leadership personnel and requires a transfer of operating authority to ensure continued baseline functioning.
- HACA has lost capacity in one or more essential functions, and must transfer operating authority to another agency until capability can again be assured.

The following responsibilities have been identified for selected HACA staff pertaining to the authorization and implementation of program devolution during emergency conditions:

<p><b>Executive Director</b></p> <p><b>Department Managers</b></p>	<ul style="list-style-type: none"> <li>✓ Identify and document need for devolution</li> <li>✓ Brief Housing Commission and HUD on status and need for devolution</li> <li>✓ Prepare devolution action plan</li> <li>✓ Brief staff and receiving organizational representatives</li> <li>✓ Develop and brief Executive Director on operational status and need for devolution</li> <li>✓ Assist Executive Director with preparation and implementation of devolution plan</li> <li>✓ Prepare staff and external clients on devolution actions</li> </ul>
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HACA maintains responsibility for ensuring appropriate agreements, processes, and training exists for devolution.

#### **N. DIRECTION, CONTROL, AND COORDINATION**

During activation of the Continuity of Operations Plan, the Executive Director maintains responsibility for control and direction of HACA. Should the Executive Director become unavailable or incapacitated; the organization will follow the directions laid out in Annex E.

The contents and procedures laid forth in this Continuity of Operations Plan are consistent with the direction found in CGC 1.

#### **O. DISASTER INTELLIGENCE**

The following general conditions will warrant activation of the Continuity of Operations Plan and implementation of specific continuity management actions. The following list is not all inclusive, but represents conditions that are recognized as presenting realistic impacts to HACA's operations and essential functions, and will require immediate actions to assure business continuity:

- Power and access to external communication networks have been disrupted
- The administrative office facility has been damaged and is not currently habitable
- Essential utilities and other critical infrastructure systems have been disrupted
- HACA personnel are unable to reach work as a result of ongoing threats and emergency operations within the community
- Prevailing external threats have forced the evacuation of the administrative office requiring work space reorganization
- Large segments of HACA's workforce have become personally impacted by an external threat and cannot perform their assigned duties
- Loss of operating data and information, disruption of communication systems and networks, and inability to access financial pathways that affect business operations have occurred
- Any other condition or factor that poses a direct threat to the continuity of HACA's business operations for an extended period has occurred

It will be necessary and appropriate for the Continuity Leadership Team to monitor both external and internal conditions to determine how HACA is being impacted and the level of performance for essential functions. The information received and analyzed will be used to assist HACA's leadership in setting priorities, developing solutions, and directing continuity management efforts.

Depending upon conditions, an ongoing assessment of external threats and potential sources of impact to HACA's facilities and operations should be maintained. External threats may involve both direct and indirect impacts.

Using existing program performance metrics, HACA's leadership and personnel will assess

the level of internal operability and the need to implement specific continuity procedures to maintain organizational efficacy. In many instances, internal operability will be tied to one or more of the following criteria:

- Staffing levels and technical expertise
- Availability and access to critical communication and information technology
- Habitability of HACA's primary work spaces
- Extent of damage to HACA's facilities and resources
- Information on external conditions
- Speed at which continuity measures are implemented
- Operational and administrative priorities that may affect goal setting

By using HACA staff and communicating with property managers and community resources, staff will survey and assess conditions at all HACA owned property sites that may be impacted.

Each department or functional area within HACA will need to perform internal assessments as to current levels of operability, identified gaps, impact consequences, resource needs, and the need to implement specific business solutions. This information will need to be reviewed continuously, updated regularly, and communicated effectively to HACA's leadership and involved staff.

## **P. COMMUNICATIONS**

HACA has identified available and redundant critical communications systems that are located at the primary operating facility and continuity facility. Further, HACA maintains fully capable continuity communications that support organization needs during all hazards/threats, to include pandemic and other related emergencies, and give full consideration to supporting social distancing operations including telework and other virtual offices. In addition, HACA maintains communications equipment for use by employees with disabilities and hearing impairment.

All of HACA's necessary and required communications and IT capabilities should be operational within 24 hours of continuity activation.

### **Employees**

During both activation and reconstitution, the Continuity Leadership Team will utilize the staff contact roster. The Continuity Leadership Team will communicate with employees using any of the following available methods:

- Text messages to staff members with cell phones
- Landline telephones
- Utilization of radios
- Email messaging
- Physical contact at employee's home, if necessary

### **Residents & Clients**

Non-emergency communications with residents & clients during periods of business interruption should be undertaken as soon as practicable, using available direct and

technology-based methods. HACA's Programs Manager, Leasing Services Leadworker and/or property aides will communicate with residents to provide status updates as necessary throughout the event.

When communicating with residents/clients, the following information should be disseminated:

- What has occurred
- Anticipated impact to residents and clients
- Generalized plan of action to restore and recover affected residential services (if any)
- Anticipated timelines
- Actions that residents/clients need to take during this period
- Contact information and any changes in business hours or locations

### **Primary Vendors**

The Continuity Leadership Team will contact primary suppliers and service providers as necessary using available communication methods (e.g. phone, email, FAX, message, etc.). Reports on business status, purchasing (P.O. or other methods), requests for essential service support, or modification of existing contract terms or service schedules will ordinarily make up most communication with existing critical vendors.

Communication with critical vendors should include the following information as it applies to impact and future service expectations:

- Current business continuity situation
- Status of supported systems, equipment, or processes
- Current and projected service and support needs
- Changes in operational direction
- Need to modify existing contractual terms and conditions as appropriate
- Changes in contact methodology, business location, or other modifications in HACA's operation that will affect vendor communication and support

### **Regulatory Agencies & Corporate Partners**

The Executive Director, or designated alternate, will contact those state and federal agencies that have regulatory or oversight responsibility associated with HACA operations, administration, financing, and program assurance. Such communication will be undertaken in accordance with HACA and external organization protocol and processes, and will occur at the earliest possible opportunity. Regular status updates will also be provided during the period that continuity is affected.

As with all other communications, HACA will endeavor to provide that information which directly relates to the business continuity condition including:

- real time operational status
- actions being taken to affect recovery
- current and projected operational and resource needs
- associated timelines and recovery schedules
- potential or emerging threats

- requested modifications to requirements or contractual agreements
- any other matter deemed necessary and appropriate

#### **Q. PLAN DEVELOPMENT AND MAINTENANCE**

The Administrative Analyst is responsible for maintaining HACA's Continuity of Operations Plan.

This plan will be reviewed by HACA staff on a periodic basis to ensure accuracy and operability. The Continuity of Operations Plan will be updated when it has been determined that modifications and corrections are necessary to ensure its completeness, accuracy, functionality, and timeliness. Substantive changes to the Continuity of Operations Plan will be undertaken by assigned staff members, approved by the Executive Director, and presented to the Housing Commission for consideration and adoption.

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## ANNEX A. MISSION ESSENTIAL FUNCTIONS (MEFs)

### IDENTIFICATION OF ESSENTIAL FUNCTIONS

HACA has completed the MEF process as specified in CGC 2 to identify those functions that HACA must continue in the event of an emergency or disaster.

Organizational MEFs are a limited set of functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities. Using CGC 2 guidance, HACA implemented the MEF identification process to identify and prioritize its organizational MEFs. HACA's MEFs, as validated and approved by the Executive Director, are listed below in no particular order.

1. Initiate recovery of HACA's IT infrastructure to ensure that staff has access to vital data and software applications (**Information Technology**).
2. Ensure that essential accounting functions continue to flow uninterrupted (**Accounting**).
3. Initiate restoration of HACA's administration building so that staff can resume normal business operations (**Maintenance and Modernization**).
4. Continue essential program functions to ensure that HACA's program participants remain housed (**Programs/Special Programs**).
5. Provide an outline for services required to resume operations in the event of an actual or potential emergency or disaster (**Procurement**).
6. Provide essential Human Resources services to HACA and staff to initiate post-disaster recovery operations (**Human Resources**).

Within each of these MEFs are sub-tasks and activities that will be performed to provide business continuity. These sub-tasks are identified in the following MEF Data Sheets.

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<p align="center"><b>Mission Essential Function (MEF) #1 Data Sheet (Information Technology)</b> 9-2018</p>				
<p><b>Organization:</b> Housing Authority of the County of Alameda</p>				
<p><b>MEF #1:</b> Initiate recovery of HACA's IT infrastructure to ensure that staff has access to vital data and software applications.</p>				
<p><b>Descriptive Narrative:</b> HACA's operational capability relies heavily on fully functional communication/IT systems to keep its mission-critical information and applications up and running. In the event that HACA's servers, network, and communication systems are adversely affected by an emergency or disaster, HACA's Information Technology Department must ensure the following functions are completed so that HACA may continue to carry out its mission:</p> <ul style="list-style-type: none"> <li>• Damage Assessment — Assess damage to HACA's IT infrastructure and review status of vital records, files, applications, and databases. <ul style="list-style-type: none"> <li>○ Initiate repairs, restoration, and/or relocation of computer hardware, servers, and other equipment.</li> </ul> </li> <li>• Relocation — Implement HACA's relocation plan. <ul style="list-style-type: none"> <li>○ Assess functionality of HACA's communication/IT systems needed for operations and begin necessary restoration and data recovery procedures.</li> <li>○ Ensure staff is able to access mission-critical information and applications.</li> <li>○ Ensure functionality of HACA's communication systems.</li> </ul> </li> </ul>				
<p><b>Impacts if not Conducted:</b> Interruption of and/or failure to perform these functions would result in staff being unable to access vital data and software applications. Further, such failures would leave HACA's applicants, tenants, landlords, vendors, and other stakeholders unable to communicate or conduct business with HACA.</p>				
<p><b>Recovery Time Objective:</b> 0-24 hours</p>				
<p><b>Partners:</b></p> <table border="1"> <tr> <td>Tenmast   877-359-5492 (Support)   <a href="mailto:support@tenmast.com">support@tenmast.com</a></td> </tr> <tr> <td>NEKO Industries   916-774-7125 (OnBase Support)   <a href="mailto:nekosupport@nekoind.com">nekosupport@nekoind.com</a></td> </tr> <tr> <td>Carbonite   877-222-5488 (Support)   <a href="mailto:support@carbonite.com">support@carbonite.com</a></td> </tr> <tr> <td>Maverick Networks   925-931-1900 (Support)   <a href="mailto:service@mavericknetworks.net">service@mavericknetworks.net</a></td> </tr> </table>	Tenmast   877-359-5492 (Support)   <a href="mailto:support@tenmast.com">support@tenmast.com</a>	NEKO Industries   916-774-7125 (OnBase Support)   <a href="mailto:nekosupport@nekoind.com">nekosupport@nekoind.com</a>	Carbonite   877-222-5488 (Support)   <a href="mailto:support@carbonite.com">support@carbonite.com</a>	Maverick Networks   925-931-1900 (Support)   <a href="mailto:service@mavericknetworks.net">service@mavericknetworks.net</a>
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Maverick Networks   925-931-1900 (Support)   <a href="mailto:service@mavericknetworks.net">service@mavericknetworks.net</a>				
<p><b>Point of Contact:</b> Irv Aragon — I.T. Manager Email: <a href="mailto:irva@haca.net">irva@haca.net</a> Phone: 510-727-8539</p>				

<b>Mission Essential Function (MEF) #2 Data Sheet (Accounting)</b> 9-2018									
<b>Organization:</b> Housing Authority of the County of Alameda (HACA)									
<b>MEF #2:</b> Ensure that essential accounting functions continue to flow uninterrupted.									
<p><b>Descriptive Narrative:</b> Carrying out HACA's mission relies on its ability to perform essential accounting functions. In the event that HACA's staff or administration building is adversely affected by an emergency or disaster, HACA's Accounting Department must continue to perform the following functions so that HACA may continue to carry out its mission:</p> <ul style="list-style-type: none"> <li>• Data Access — Coordinate with HACA's IT Department to ensure continued access to essential payroll and accounting software, data, and other applications.</li> <li>• Payments — Ensure staff, owners, landlords, and vendors are paid.           <ul style="list-style-type: none"> <li>○ Coordinate with vendors to ensure check stock is available.</li> <li>○ Set up expedited direct deposit enrollment procedures.</li> <li>○ Ensure continued access to bank accounts and payroll vendors.</li> <li>○ Keep track of rent receipts and delayed/past due payments.</li> </ul> </li> <li>• Communication — Maintain active communication with important stakeholders.           <ul style="list-style-type: none"> <li>○ Continue HUD reporting and funding access procedures.</li> <li>○ Communicate status updates, delays, and other issues.</li> </ul> </li> </ul>									
<p><b>Impacts if not Conducted:</b> Interruption of and/or failure to perform these functions would hinder HACA's ability to collect funds and/or pay staff, owners, landlords, and vendors, which could result in participants losing assistance and various parties unable to meet financial obligations.</p>									
<p><b>Recovery Time Objective:</b> 0-24 hours</p>									
<p><b>Partners:</b></p> <table border="1" style="width: 100%;"> <tr> <td>Pacific Color Graphics (check stock-envelopes)   Cindi Davis   925-600-3006   <a href="mailto:cdavis@pacificcolor.com">cdavis@pacificcolor.com</a></td> </tr> <tr> <td>Ceridian (payroll)   888-607-3333 or 800-607-3333</td> </tr> <tr> <td>Union Bank (bank)   Coleen Sullivan   415-314-0813   Government Services - 800-798-6466   <a href="mailto:Coleen.sullivan@unionbank.com">Coleen.sullivan@unionbank.com</a></td> </tr> <tr> <td>Tenmast   877-359-5492 (Support)   <a href="mailto:support@tenmast.com">support@tenmast.com</a></td> </tr> <tr> <td>NEKO Industries   916-774-7125 (OnBase Support)   <a href="mailto:nekosupport@nekoind.com">nekosupport@nekoind.com</a></td> </tr> <tr> <td>ACERA   Dave Nelsen, CEO   510-628-3000   <a href="mailto:allapplicationsupport@acera.org">allapplicationsupport@acera.org</a></td> </tr> <tr> <td>HUD   Diane Chan, Financial Analyst   415-489-6496   <a href="mailto:Diane.m.chan@hud.gov">Diane.m.chan@hud.gov</a></td> </tr> <tr> <td>HUD   Gerard Windt, Director   415-489-6444   <a href="mailto:Gerard.Windt@hud.gov">Gerard.Windt@hud.gov</a></td> </tr> <tr> <td>HUD   Carol M. Joseph, Portfolio Management Specialist   415-489-6455   <a href="mailto:carol.m.joseph@hud.gov">carol.m.joseph@hud.gov</a></td> </tr> </table>	Pacific Color Graphics (check stock-envelopes)   Cindi Davis   925-600-3006   <a href="mailto:cdavis@pacificcolor.com">cdavis@pacificcolor.com</a>	Ceridian (payroll)   888-607-3333 or 800-607-3333	Union Bank (bank)   Coleen Sullivan   415-314-0813   Government Services - 800-798-6466   <a href="mailto:Coleen.sullivan@unionbank.com">Coleen.sullivan@unionbank.com</a>	Tenmast   877-359-5492 (Support)   <a href="mailto:support@tenmast.com">support@tenmast.com</a>	NEKO Industries   916-774-7125 (OnBase Support)   <a href="mailto:nekosupport@nekoind.com">nekosupport@nekoind.com</a>	ACERA   Dave Nelsen, CEO   510-628-3000   <a href="mailto:allapplicationsupport@acera.org">allapplicationsupport@acera.org</a>	HUD   Diane Chan, Financial Analyst   415-489-6496   <a href="mailto:Diane.m.chan@hud.gov">Diane.m.chan@hud.gov</a>	HUD   Gerard Windt, Director   415-489-6444   <a href="mailto:Gerard.Windt@hud.gov">Gerard.Windt@hud.gov</a>	HUD   Carol M. Joseph, Portfolio Management Specialist   415-489-6455   <a href="mailto:carol.m.joseph@hud.gov">carol.m.joseph@hud.gov</a>
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<p><b>Point of Contact:</b>          Cathy Leoncio — Finance Director          Email: <a href="mailto:cathyl@haca.net">cathyl@haca.net</a>          Phone: 510-727-8521</p>									

**Mission Essential Function (MEF) #3 Data Sheet (Maintenance and Modernization)**  
9-2018

**Organization:** Housing Authority of the County of Alameda (HACA)

**MEF #4:** Initiate restoration of HACA's administration building so that staff can resume normal business operations.

**Descriptive Narrative:** In the event that HACA's administration building is adversely affected by an emergency or disaster and its Continuity of Operations Plan and relocation plan are activated, HACA would only be equipped to perform its mission essential functions. In order for HACA to resume normal business operations and perform all of the duties HUD requires a housing authority to perform, it is essential that HACA's administration building is restored. HACA's Department of Maintenance & Modernization must ensure that the following functions are completed so that HACA is able to resume normal operations:

- Damage Assessment — Perform a field assessment of the damage sustained to HACA's administration building in coordination with utility and infrastructure providers. Assess:
  - Structural, electrical, gas line, telephone service, alarm system, plumbing, HVAC, landscaping & irrigation, trees, concrete, and asphalt damage.
- Repairs and Purchase Orders — Schedule/prioritize repairs and execute necessary purchase orders and other procurement activities in coordination with HACA's Procurement Manager.
- Monitoring — Monitor all repairs and manage invoices for work performed in coordination with HACA's Procurement Manager.
  - Ensure repairs are done properly and on schedule.

**Impacts if not Conducted:** Interruption of and/or failure to perform these functions in a timely manner would prevent HACA from resuming normal business operations. Such failures would result in leaving HACA's applicants, tenants, and landlords without access to its full array of services.

**Recovery Time Objective:** 0-24 hours, 30-60 days to complete

**Partners:**

PG&E   510-772-8244	Diamond Blacktop   510-770-1151
AT&T   866-253-6122	Trinity EMCS   707-800-2075
Security Engineers   925-478-5707	Prime Mechanical   877-635-4328
Plumbing the Bay   510-346-8400	Envisi   707-771-6112
LandCare   925-462-2193	Filomon Lopez   510-604-5177
AAA Tree Service   510-538-8761	Jesus Flores   510-604-5207
TSM Construction   415-573-6688	Ron Kidd   510-851-6953

**Point of Contact:**

George Smith — Facilities Manager  
Email: georges@haca.net  
Phone: 510-727-8510

<b>Mission Essential Function (MEF) #4 Data Sheet (Programs/Special Programs)</b> 9-2018																			
<b><u>Organization:</u></b> Housing Authority of the County of Alameda (HACA)																			
<b><u>MEF #6:</u></b> Continue essential program functions to ensure that HACA's program participants remain housed.																			
<b><u>Descriptive Narrative:</u></b> HACA's Programs Department and Special Programs Department must ensure that the following functions are completed so that HACA may continue to assist its program participants: <ul style="list-style-type: none"> <li>• Housing Assistance             <ul style="list-style-type: none"> <li>○ Schedule and conduct inspections of units that may have been affected.</li> <li>○ Set up a team to handle emergency HCV and portability requests.</li> </ul> </li> <li>• Communications             <ul style="list-style-type: none"> <li>○ Coordinate with HACA's I.T. Manager to ensure that an emergency call center is in place.</li> <li>○ Coordinate with emergency services to provide additional support to program participants.</li> <li>○ Actively communicate with program participants about developments, updates, and issues.</li> </ul> </li> </ul>																			
<b><u>Impacts if not Conducted:</u></b> Interruption of and/or failure to perform these functions could result in HACA's program participants losing housing assistance.																			
<b><u>Recovery Time Objective:</u></b> 0-24 hours																			
<b><u>Partners:</u></b> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 50%; text-align: center; padding: 5px;">Internal</th> <th style="width: 50%; text-align: center; padding: 5px;">External</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Irv Aragon   510-727-8539</td> <td style="padding: 5px;">Sterling (Inspection Services)</td> </tr> <tr> <td style="padding: 5px;">Michelle Aragon   510-727-8568</td> <td style="padding: 5px;">Michael Petragallo   530-277-7555</td> </tr> <tr> <td style="padding: 5px;">Linda Morgan-Lyles   510-727-8540</td> <td style="padding: 5px;"><b><u>Property Aides:</u></b></td> </tr> <tr> <td style="padding: 5px;">Vanessa Diaz   510-727-8572</td> <td style="padding: 5px;">Lamonte Mack (Emery Glen)   510-499-1636</td> </tr> <tr> <td style="padding: 5px;">Meranda Jones   510-727-8555</td> <td style="padding: 5px;">Paul Hunt (Nidus Court)   510-520-5549</td> </tr> <tr> <td style="padding: 5px;">Dina Lada   510-727-8544</td> <td style="padding: 5px;">Francis Perez (Dyer Senior)   415-430-8301</td> </tr> <tr> <td style="padding: 5px;">Linda Evans   510-727-8589</td> <td style="padding: 5px;">Cheryl Valdriz (Mission View)   510-714-9965</td> </tr> <tr> <td style="padding: 5px;">Jamshid Galehzan   510-727-8532</td> <td style="padding: 5px;"></td> </tr> </tbody> </table>		Internal	External	Irv Aragon   510-727-8539	Sterling (Inspection Services)	Michelle Aragon   510-727-8568	Michael Petragallo   530-277-7555	Linda Morgan-Lyles   510-727-8540	<b><u>Property Aides:</u></b>	Vanessa Diaz   510-727-8572	Lamonte Mack (Emery Glen)   510-499-1636	Meranda Jones   510-727-8555	Paul Hunt (Nidus Court)   510-520-5549	Dina Lada   510-727-8544	Francis Perez (Dyer Senior)   415-430-8301	Linda Evans   510-727-8589	Cheryl Valdriz (Mission View)   510-714-9965	Jamshid Galehzan   510-727-8532	
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<b><u>Point of Contact:</u></b> Laura Broussard Rosen – Programs Manager Email: <a href="mailto:Laurabr@haca.net">Laurabr@haca.net</a> Phone: 510-727-8570	<b><u>Point of Contact:</u></b> Daniel Taylor – Special Programs Manager Email: <a href="mailto:danielt@haca.net">danielt@haca.net</a> Phone: 510-727-8507																		

**Mission Essential Function (MEF) #5 Data Sheet (Procurement)**

9-2018

**Organization:** Housing Authority of the County of Alameda (HACA)

**MEF #5:** Provide an outline for services required to resume operations in the event of an actual or potential emergency or disaster.

**Descriptive Narrative:** Should an emergency or disaster render HACA's office uninhabitable or ineffective in serving its clients, HACA's Procurement Department would work closely with HACA's Facilities Manager to ensure that essential goods and services are provided.

**Impacts if not Conducted:** Interruption of and/or failure to perform these functions would hinder HACA's ability to procure essential goods and services from external contractors.

**Recovery Time Objective:** 0-24 hours

**Partners:** Contracts are either in place or will be in place for a primary/secondary contractor to perform most services. Contractors are subject to change. Contact list maintained by Procurement Manager.

Services	Primary	Secondary
Plumbing	Plumbing the Bay	Bonetti Plumbing
Electrical / Alarm Systems	Security Engineers	Will be bid / Bay Alarm
Computer Related	Dell Computer	CDW Corp.
HVAC	Prime Mechanical	Will be bid
Glass	Bay Wide Glass	Will be bid
Window Covering	Builder's Drapery	Will be bid
Flooring	East Bay Flooring	Will be bid
Furniture	Sam Clar	All Steel
Appliances	APD	General Electric
Towing	Jack James	Berry Brothers
Painting	Will be bid	Will be bid
Janitorial	Greene Janitorial	Will be bid
Landscaping	LandCare	RMT Landscaping
Tree Trimming	AAA Tree Service	Will be bid
General Hauling	TSM Construction	Will be bid
Basic Office Supplies	Staples	AAA Office Supplies
Temp Employment	AppleOne	Will use any available company

**Point of Contact:**

Beverly Brewer – Procurement Manager  
Email: beverlyb@haca.net  
Phone: 510-727-8505

<p align="center"><b>Mission Essential Function (MEF) #6 Data Sheet (Human Resources)</b> 9-2018</p>					
<p><b>Organization:</b> Housing Authority of the County of Alameda (HACA)</p>					
<p><b>MEF #3:</b> Provide essential Human Resources services to HACA and staff to initiate post-disaster recovery operations.</p>					
<p><b>Descriptive Narrative:</b> Carrying out HACA's mission relies on staff establishing an operational capability to perform mission essential functions. In the event that HACA's staff or administration building is adversely affected by an emergency or disaster, HACA's Human Resources Department must ensure that the following functions are completed so that HACA may continue to carry out its mission:</p> <ul style="list-style-type: none"> <li>• Injury Response – Report employee injuries to ICS within 24 hours of incident; ensure employee(s) receive claim form.</li> <li>• Insurance Implementation – Notify and coordinate with HARRP, AHRP and CHWCA to initiate claims process, if needed.</li> <li>• Advice and Implementation – Respond as necessary to employee ADA requests or complaints related to emergency or disaster.</li> <li>• Staffing – Coordinate with HACA's Accounting Department in processing any emergency employment transactions.</li> </ul>					
<p><b>Impacts if not Conducted:</b> Interruption of and/or failure to perform these functions would hinder staff's ability to execute the Continuity of Operations Plan and perform HACA's mission essential functions. Further, such failures would slow HACA's disaster recovery efforts.</p>					
<p><b>Recovery Time Objective:</b> 0-24 hours</p>					
<p><b>Partners:</b></p> <table border="1"> <tr> <td>Innovative Claims Solutions - Laura Saleh, Claims Examiner   925-904-2440   lsaleh@ics-claims.com</td> </tr> <tr> <td>Innovative Claims Solutions - Lisa Miller, Unit Manager   925-904-2418   lmiller@ics-claims.com</td> </tr> <tr> <td>CHWCA/Bickmore - Jackie Miller, Workers' Comp Services   916.290.4615   jmiller@bickmore.net</td> </tr> <tr> <td>HARRP - Al Alvarez, Director of Risk Management   (360) 574-9035 ext. 104   al@harrp.com</td> </tr> <tr> <td>HACA Managers</td> </tr> </table>	Innovative Claims Solutions - Laura Saleh, Claims Examiner   925-904-2440   lsaleh@ics-claims.com	Innovative Claims Solutions - Lisa Miller, Unit Manager   925-904-2418   lmiller@ics-claims.com	CHWCA/Bickmore - Jackie Miller, Workers' Comp Services   916.290.4615   jmiller@bickmore.net	HARRP - Al Alvarez, Director of Risk Management   (360) 574-9035 ext. 104   al@harrp.com	HACA Managers
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HACA Managers					
<p><b>Point of Contact:</b> Charla Freckmann – Human Resources Manager Email: <a href="mailto:charlaf@haca.net">charlaf@haca.net</a> Phone: 510-727-8518</p>					

## ANNEX B. IDENTIFICATION OF CONTINUITY PERSONNEL

The Continuity Leadership Team is comprised of senior management and personnel who may have additional recovery duties. The team has the authority to activate the Continuity of Operations Plan, and to act on behalf of the Housing Authority in all response and recovery efforts. The team is authorized to expedite recovery in the event of a declared disaster. The team assumes oversight responsibility and will be the final decision point for any issues that may arise. The Continuity Leadership Team is comprised of the following individuals:

- Executive Director
- Programs Manager
- Special Programs Manager
- Finance Director
- I.T. Manager
- HR Manager
- Facilities Manager
- Sr. Administrative Analyst
- Administrative Analyst
- Executive Assistant
- Procurement Manager

In order to continue its essential functions, HACA has determined the staff positions necessary to relocate under Continuity Plan activation. The Executive Assistant is responsible for maintaining roster currency and ensuring personnel are matched against needed positions.

Each continuity member is selected by the Executive Director based upon:

- The predetermined essential functions that must be performed, regardless of the operational status of HACA's primary operating facility
- The member's knowledge and expertise in performing these essential functions
- The member's ability to rapidly deploy to the relocation site in an emergency situation

Function	Primary	Secondary	Tertiary
#1	I.T. Manager	Administrative Analyst	Contract
#2	Finance Director	Accountant	Account Specialist
#3	Facilities Manager	Maintenance Worker II	Maintenance Worker II
#4	Programs Manager	Special Programs Manager	Sr. Administrative Analyst
#5	Procurement Manager	Facilities Manager	Procurement Administrative Clerk
#6	Human Resources Manager	Executive Director	Human Resources Administrative Secretary

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## ANNEX C. ESSENTIAL RECORDS MANAGEMENT

Within 24 hours of activation, continuity personnel at the continuity facilities for HACA should have access to the appropriate media for accessing vital records, including:

- A local area network (LAN)
- Electronic versions of vital records
- Supporting information systems and data
- Internal and external email and email archives
- Paper copies of vital records
- Centralized administrative computing servers and network routers
- Cloud network connections for offsite electronic data storage and retrieval
- Standardized computer work program applications
- Networked printing

Technical support for HACA's information technology systems is provided internally using assigned staff. External support may be available through commercial vendors under existing contracts. In the event of an immediate and short-term interruption of business operations, it is anticipated that technical support will be afforded by internal personnel. Should the term of the interruption extend beyond a few days, move beyond the capabilities of internal HACA personnel, or when internal staff is not available, external technical support may be required.

### Identifying Vital Records

"Vital records" refers to information systems and applications, electronic and hard copy documents, references, and records, to include classified or sensitive data, needed to support essential functions during a continuity event. HACA has identified the following as vital to its operations, and has assigned responsibility for those records to the I.T. Manager.

Emergency Operating Records	Legal & Financial Records
<ul style="list-style-type: none"><li>• Continuity of Operations Plan with appendices</li><li>• Emergency and safety programs</li><li>• Emergency contact records for employees and residents</li></ul>	<ul style="list-style-type: none"><li>• Personnel and volunteer records</li><li>• Resident information</li><li>• Social Security records</li><li>• Payroll records</li><li>• Retirement records</li><li>• Insurance records</li><li>• Contract Records</li><li>• Tenmast Records</li></ul>

HACA has taken the following actions to ensure that vital records, and associated critical information management systems are protected so that potential damage or loss is minimized, even in catastrophic situations. Protection of vital records and data is a key component to safeguarding HACA's operating information and administrative legacy files.

Protection of vital data includes the following measures:

- Off-site physical storage of hard copy records
- Multiple backups of electronic data

- Enhanced physical protection methods and capabilities
- Redundant points of secure data access
- Protection of proprietary software
- Protection of critical operating hardware
- High order, anti-intrusion, cyber security software
- Formalized data protection and security standards and protocols

### Protecting Vital Records

The protection of vital records is essential to ensuring the records are available during a continuity event, thus enabling an organization to perform their essential functions. The I.T. Manager regularly assesses vital records systems and databases to:

- Identify the risks involved if vital records are retained in their current locations and media, and the difficulty of reconstituting those records if they are destroyed
- Identify offsite storage locations and requirements
- Determine if alternative storage media are available
- Determine requirements to duplicate records and provide alternate storage locations to provide readily available vital records under all conditions

Appropriate protections for vital records will be provided by the I.T. Manager and will include dispersing those records to other organization locations or storing those records offsite.

When determining and selecting protection methods, HACA takes into account the specific protections needed by different kinds of storage media. Microforms, paper photographs, computer disks, tapes, and drives all require different methods of protection. Some of these media also may require equipment to facilitate access.

The following table shows a list of vital records, files, and databases for HACA.

Vital Record, File, or Database	Support to Essential Function	Form of Record (e.g., hardcopy, electronic)	Multiple Storage Location(s) Y/N	Maintenance Frequency
Master Contact List	All	Electronic (HR)	Y = Cloud / Local Storage	As needed
Vital Records	All	Electronic/ Hardcopy	Y = Cloud / Local Storage	Daily
E-mail Mailbox	All	Electronic	Y = Cloud / Local Storage	As needed
Tenmast DB	All	Electronic	Y = Cloud / Local Storage	Daily
OnBase DB and Images	All	Electronic	Y = Cloud / Local Storage	Daily
Misc. User Storage	N	Electronic	Y = Cloud / Local Storage	Daily

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## **ANNEX D. CONTINUITY FACILITIES**

### **Continuity Facility Information**

HACA has designated two continuity facilities, one located at the City of Hayward City Hall and the other at the Livermore Housing Authority, for the possibility of unannounced relocation to the sites to continue performance of essential functions.

HACA maintains MOUs with its continuity facilities and reviews the MOUs as needed.

Copies of the MOUs are maintained by the Administrative Analyst.

HACA's continuity facilities provide the following in sufficient quantities to sustain operations for up to 30 days or until normal business activities can be resumed:

- (1) Space and equipment, including computer equipment and software. The continuity facilities are able to accommodate up to 15 personnel at each location.
- (2) Capability to perform MEFs within 24 hours of plan activation for up to 30 days or until normal operations can be resumed.
- (3) Reliable logistical support, services, and infrastructure systems.
- (4) Consideration for health, safety, security, and emotional well-being of personnel.
- (5) Interoperable communications for effective interaction.
- (6) Capabilities to access and use Essential Records.
- (7) Systems and configurations that are used in daily activities.
- (8) Emergency/back-up power capability.

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## ANNEX E. LEADERSHIP AND STAFF

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority. HACA has identified successors for the positions of the Executive Director, Finance Director, I.T. Manager, Facilities Manager, Programs Manager, Procurement Manager, and the Human Resources Manager. The Administrative Analyst is responsible for ensuring orders of succession are up-to-date. When changes occur, the Administrative Analyst distributes the changes to management staff.

HACA's orders of succession are:

- At least two positions deep, where possible, ensuring sufficient depth to ensure HACA's ability to manage and direct its essential functions and operations
- Geographically dispersed, where feasible
- Described by positions or titles, rather than by names of individuals holding those offices

Position	Successor #1	Successor #2
Executive Director	Finance Director	Programs/Special Programs Manager
I.T. Manager	Administrative Analyst	Contract
Finance Director	Accountant	Account Specialist
Facilities Manager	Maintenance Worker II	Maintenance Worker II
Programs Manager	Special Programs Manager	Sr. Administrative Analyst
Special Programs Manager	Programs Manager	Sr. Administrative Analyst
Procurement Manager	Facilities Manager	Procurement Administrative Clerk
Human Resources Manager	Executive Director	Human Resources Administrative Secretary

In the event of a change in leadership status, HACA must notify the successors, as well as internal and external stakeholders. In the event HACA's leadership becomes unreachable or incapable of performing their authorized legal duties, roles, and responsibilities, the Executive Director will initiate a notification of the next successor in line.

### DELEGATIONS OF AUTHORITY

Generally, HACA's pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have resumed. Pre-determined delegations of authority may be particularly important in a devolution scenario.

HACA has identified the following delegations of authority:

- Orderly succession of officials to the positions of Executive Director, Finance Director, I.T. Manager, Programs Manager, Special Programs Manager and Facilities Manager in the case of their absence, a vacancy at that office, or the inability of these officials to act during an emergency or national security emergency.

HACA's delegations of authorities are found below and:

- (1) Are included as Vital Records
- (2) Are written in accordance with applicable laws and organization policy ensuring that the organization's MEFs are performed
- (3) Outline explicitly in a statement the authority of an official to re-delegate functions and activities, as appropriate
- (4) Delineate the limits of and any exceptions to the authority and accountability for officials

HACA has informed those officials who might be expected to assume authorities during a continuity situation. Further, HACA has trained those officials who might be expected to assume authorities during a continuity situation for making policy determinations.

**Delegation of Authority**

Housing Authority of the County of  
Alameda (HACA)  
Issue Date: 7-10-2018

**DELEGATION OF AUTHORITY  
AND SUCCESSION FOR THE  
Executive Director**

**PURPOSE**

This is a delegation of authority for the continuity of essential functions through the orderly succession of officials at HACA to the Office of the Executive Director in case of the Executive Director's absence, a vacancy at that office, or the inability of the Executive Director to act during a disaster or national security emergency.

**DELEGATION**

I hereby delegate authority to the following officials, in the order listed below, to exercise the powers and perform the duties of the Executive Director in case of my absence, inability to perform, or vacancy of the office and until that condition ceases. Persons below, who are in their positions on an acting basis, or on some other temporary basis, are ineligible to serve as a successor; therefore, the order of succession would fall to the next designated official in the approved order of succession.

1. Finance Director
2. Programs Manager
3. Special Programs Manager

If this position is vacant, the next designated official in the order of succession may exercise all the powers, duties, authorities, rights, and functions of the Office of the Executive Director, but may not perform any function or duty required to be performed exclusively by the office holder.

Eligibility for succession to the Office of the Executive Director shall be limited to officially assigned incumbents of the positions listed in the order of succession, above. Only officials specifically designated in the approved order of succession are eligible.

  
Christine Godig  
Executive Director  
Housing Authority of the County of Alameda

**Delegation of Authority**

Housing Authority of the County of  
Alameda (HACA)  
Issue Date: 7-12-2018

**DELEGATION OF AUTHORITY  
AND SUCCESSION FOR THE  
I.T. Manager**

**PURPOSE**

This is a delegation of authority for the continuity of essential functions through the orderly succession of officials at HACA to the Office of the I.T. Manager in case of the I.T. Manager's absence, a vacancy at that office, or the inability of the I.T. Manager to act during a disaster or national security emergency.


**DELEGATION**

I hereby delegate authority to the following officials, in the order listed below, to exercise the powers and perform the duties of the I.T. Manager in case of my absence, inability to perform, or vacancy of the office and until that condition ceases. Persons below, who are in their positions on an acting basis, or on some other temporary basis, are ineligible to serve as a successor; therefore, the order of succession would fall to the next designated official in the approved order of succession.

**1. Administrative Analyst**

If this position is vacant, the next designated official in the order of succession may exercise all the powers, duties, authorities, rights, and functions of the Office of the I.T. Manager, but may not perform any function or duty required to be performed exclusively by the office holder.

Eligibility for succession to the Office of the I.T. Manager shall be limited to officially assigned incumbents of the positions listed in the order of succession, above. Only officials specifically designated in the approved order of succession are eligible.

  
Irv Aragon  
I.T. Manager  
Housing Authority of the County of Alameda

**Delegation of Authority**

Housing Authority of the County of  
Alameda (HACA)  
Issue Date: 7-12-2018

**DELEGATION OF AUTHORITY  
AND SUCCESSION FOR THE  
Facilities Manager**

**PURPOSE**

This is a delegation of authority for the continuity of essential functions through the orderly succession of officials at HACA to the Office of the Facilities Manager in case of the Facilities Manager's absence, a vacancy at that office, or the inability of the Facilities Manager to act during a disaster or national security emergency.

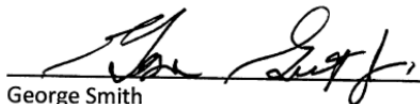
**DELEGATION**

I hereby delegate authority to the following officials, in the order listed below, to exercise the powers and perform the duties of the Facilities Manager in case of my absence, inability to perform, or vacancy of the office and until that condition ceases. Persons below, who are in their positions on an acting basis, or on some other temporary basis, are ineligible to serve as a successor; therefore, the order of succession would fall to the next designated official in the approved order of succession.

1. Maintenance Worker II

If this position is vacant, the next designated official in the order of succession may exercise all the powers, duties, authorities, rights, and functions of the Office of the Facilities Manager, but may not perform any function or duty required to be performed exclusively by the office holder.

Eligibility for succession to the Office of the Facilities Manager shall be limited to officially assigned incumbents of the positions listed in the order of succession, above. Only officials specifically designated in the approved order of succession are eligible.



George Smith  
Facilities Manager  
Housing Authority of the County of Alameda

**Delegation of Authority**

Housing Authority of the County of  
Alameda (HACA)  
Issue Date: 8-30-2018

**DELEGATION OF AUTHORITY  
AND SUCCESSION FOR THE  
Programs Manager**

**PURPOSE**

This is a delegation of authority for the continuity of essential functions through the orderly succession of officials at HACA to the Office of the Programs Manager in case of the Programs Manager's absence, a vacancy at that office, or the inability of the Programs Manager to act during a disaster or national security emergency.

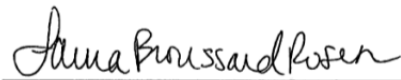
**DELEGATION**

I hereby delegate authority to the following officials, in the order listed below, to exercise the powers and perform the duties of the Programs Manager in case of my absence, inability to perform, or vacancy of the office and until that condition ceases. Persons below, who are in their positions on an acting basis, or on some other temporary basis, are ineligible to serve as a successor; therefore, the order of succession would fall to the next designated official in the approved order of succession.

1. Special Programs Manager
2. Sr. Administrative Analyst

If this position is vacant, the next designated official in the order of succession may exercise all the powers, duties, authorities, rights, and functions of the Office of the Programs Manager, but may not perform any function or duty required to be performed exclusively by the office holder.

Eligibility for succession to the Office of the Programs Manager shall be limited to officially assigned incumbents of the positions listed in the order of succession, above. Only officials specifically designated in the approved order of succession are eligible.



Laura Broussard-Rosen  
Programs Manager  
Housing Authority of the County of Alameda

**Delegation of Authority**

Housing Authority of the County of  
Alameda (HACA)  
Issue Date: 7-12-2018

**DELEGATION OF AUTHORITY  
AND SUCCESSION FOR THE  
Finance Director**

**PURPOSE**

This is a delegation of authority for the continuity of essential functions through the orderly succession of officials at HACA to the Office of the Finance Director in case of the Finance Director's absence, a vacancy at that office, or the inability of the Finance Director to act during a disaster or national security emergency.

**DELEGATION**

I hereby delegate authority to the following officials, in the order listed below, to exercise the powers and perform the duties of the Finance Director in case of my absence, inability to perform, or vacancy of the office and until that condition ceases. Persons below, who are in their positions on an acting basis, or on some other temporary basis, are ineligible to serve as a successor; therefore, the order of succession would fall to the next designated official in the approved order of succession.

1. Accountant
2. Account Specialist

If this position is vacant, the next designated official in the order of succession may exercise all the powers, duties, authorities, rights, and functions of the Office of the Finance Director, but may not perform any function or duty required to be performed exclusively by the office holder.

Eligibility for succession to the Office of the Finance Director shall be limited to officially assigned incumbents of the positions listed in the order of succession, above. Only officials specifically designated in the approved order of succession are eligible.



Cathy Leoncio  
Finance Director  
Housing Authority of the County of Alameda

**Delegation of Authority**

Housing Authority of the County of  
Alameda (HACA)  
Issue Date: 8-30-2018

**DELEGATION OF AUTHORITY  
AND SUCCESSION FOR THE  
Special Programs Manager**

**PURPOSE**

This is a delegation of authority for the continuity of essential functions through the orderly succession of officials at HACA to the Office of the Special Programs Manager in case of the Special Programs Manager's absence, a vacancy at that office, or the inability of the Special Programs Manager to act during a disaster or national security emergency.

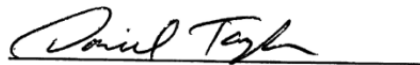
**DELEGATION**

I hereby delegate authority to the following officials, in the order listed below, to exercise the powers and perform the duties of the Special Programs Manager in case of my absence, inability to perform, or vacancy of the office and until that condition ceases. Persons below, who are in their positions on an acting basis, or on some other temporary basis, are ineligible to serve as a successor; therefore, the order of succession would fall to the next designated official in the approved order of succession.

1. Programs Manager
2. Sr. Administrative Analyst

If this position is vacant, the next designated official in the order of succession may exercise all the powers, duties, authorities, rights, and functions of the Office of the Special Programs Manager, but may not perform any function or duty required to be performed exclusively by the office holder.

Eligibility for succession to the Office of the Special Programs Manager shall be limited to officially assigned incumbents of the positions listed in the order of succession, above. Only officials specifically designated in the approved order of succession are eligible.



Daniel Taylor  
Special Programs Manager  
Housing Authority of the County of Alameda

## **ANNEX F. HUMAN CAPITAL**

### **Continuity Personnel**

People are critical to the operations of any organization. Selecting the right people for an organization's staff is vitally important, and this is especially true in a crisis situation. Leaders are needed to set priorities and keep focus. During a continuity event, emergency employees and other special categories of employees will be activated by HACA to perform assigned response duties. One of these categories is continuity personnel. In respect to continuity personnel, HACA has:

- Identified and documented its continuity personnel. Continuity personnel possess the skills necessary to perform essential functions and supporting tasks. A roster of continuity personnel is maintained by the Administrative Analyst and is found at Annex A.
- Officially informed all continuity personnel of their roles or designations to ensure that continuity personnel know and accept their roles and responsibilities.
- Provided guidance to continuity personnel on individual preparedness measures they should take to ensure response to a continuity event.

### **All Staff**

It is important that HACA keeps all staff, especially individuals not identified as continuity personnel, informed and accounted for during a continuity event. HACA's employees are expected to remain in contact with their supervisors during any facility closure or relocation situation. Communication methods include via cell phone, email, and through HACA's emergency notification system.

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## ANNEX G. RISK MANAGEMENT

HACA applies a risk-based framework across all continuity efforts in order to identify and assess potential hazards, determine what levels of relative risk are acceptable, and prioritize and allocate resources and budgets to ensure continuity under all manner of incident conditions.

### RISK ASSESSMENT

HACA is situated in the city of Hayward, a mid-sized, culturally diverse community that is centrally located within the San Francisco Bay Area. The city covers an area of approximately 63.7 square miles ranging from the shore of San Francisco Bay eastward toward the Hayward hills. The area is susceptible to several types of disasters, such as earthquakes, fires, floods, landslides, tsunamis, sea level rises, droughts, and hazardous material exposures. However, the following disasters pose the biggest threat to HACA:

#### Earthquakes

Hayward is exposed to ground shaking, liquefaction, surface rupture, and landslides from seismic activity along the Hayward Fault, San Andreas Fault, San Gregorio Fault, and other Bay Area faults. The hills are susceptible to earthquake-induced landslides, while the flatlands are at risk of liquefaction. Tsunami and fire following an earthquake also threaten the city.

A major earthquake along the Hayward Fault, predicted to have a greater than 70% probability of occurrence in the next 30 years, would be particularly catastrophic.

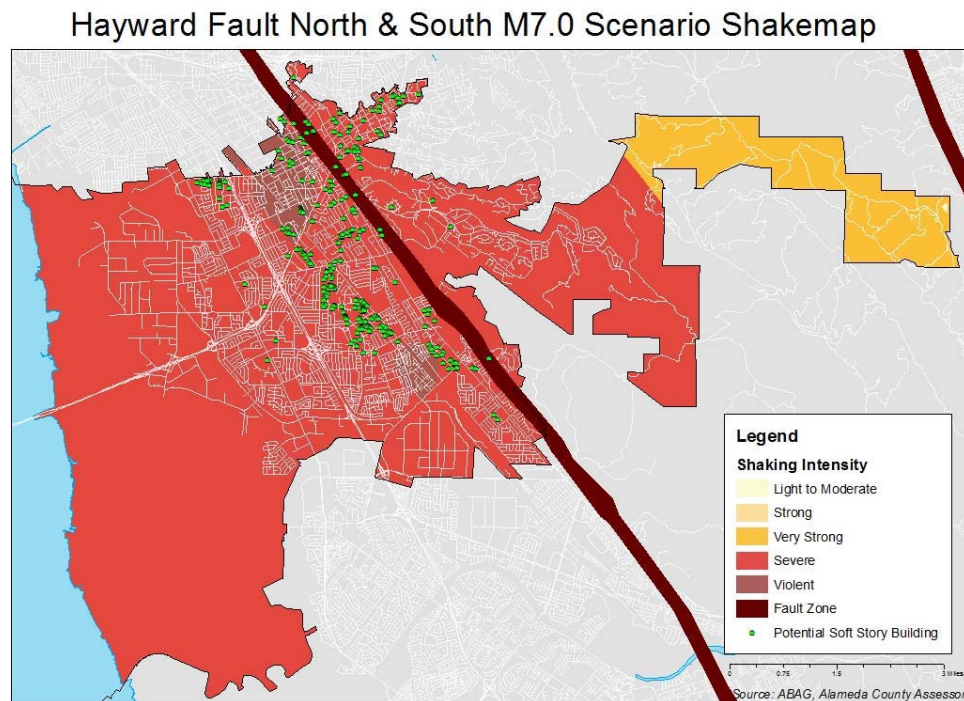


Figure 1 (Map from City of Hayward's 2016 Local Hazard Mitigation Plan)

### Hayward Fault North & South M7.0 Scenario Liquefaction Hazard

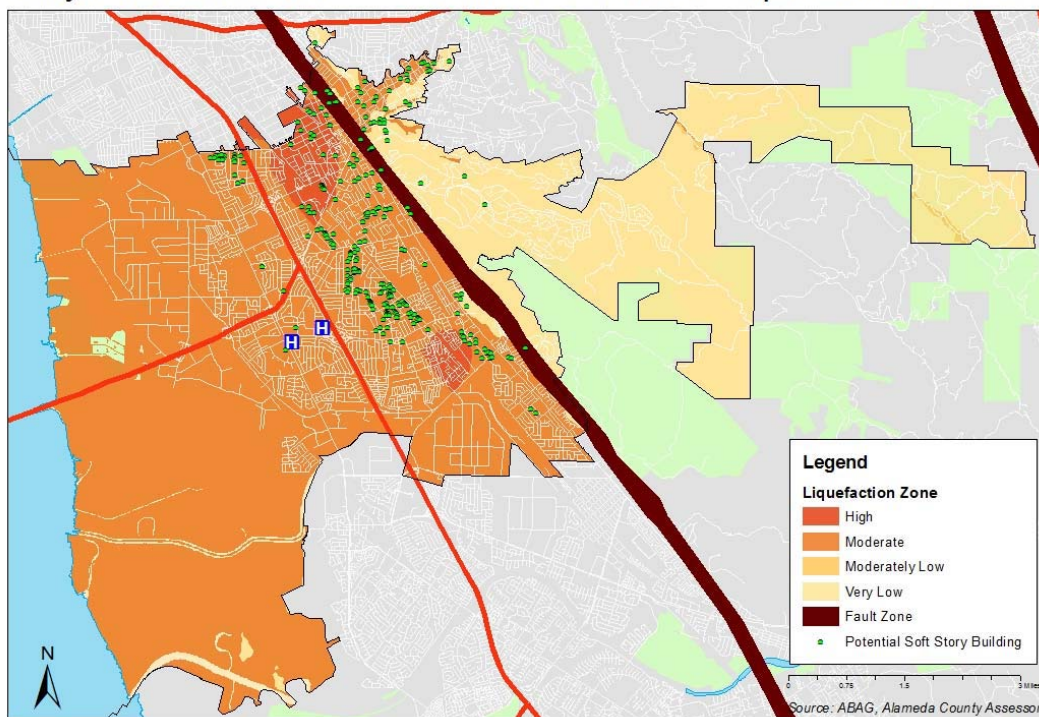


Figure 2 (Map from City of Hayward's 2016 Local Hazard Mitigation Plan)

### Hazardous Materials

Hayward is home to nearly 1000 businesses throughout the city that house various hazardous materials. Hazardous materials have the potential to become a crucial complicating factor in emergency situations. Flooding, earthquakes, and fires can all cause or be made worse by hazardous materials release.

The location, dispersion, amount and rate of a substance spilled, and the chemical characteristics of the substance, determine the effects of a hazardous materials release — but an atmospheric release could potentially affect the entire city. Exposure to hazardous materials can have public health impacts ranging from difficulty breathing or mild chemical irritation to even death. A hazardous materials release can also threaten property and have long-lasting effects on the environment.

### Fires

The Hayward hills are at risk of wildland-urban interface fires. Dry grassland adjacent to residential properties and the seasonal "Diablo winds" can result in large, rapidly-spreading fires that cause widespread damage to hillside properties and potentially HACA given its proximity to the Hayward hills.

However, fires following an earthquake could impact any part of Hayward — both urban and rural. The problem is heightened for urban environments, where many simultaneous ignitions can lead to a firestorm, and single fires can more quickly and easily move structure to structure. Risks also increase as existing fire protection systems, including

sprinklers, fire doors, and fire alarms may malfunction or be incapacitated as a result of the preceding earthquake.

### High Fire Hazard in the Hayward Area

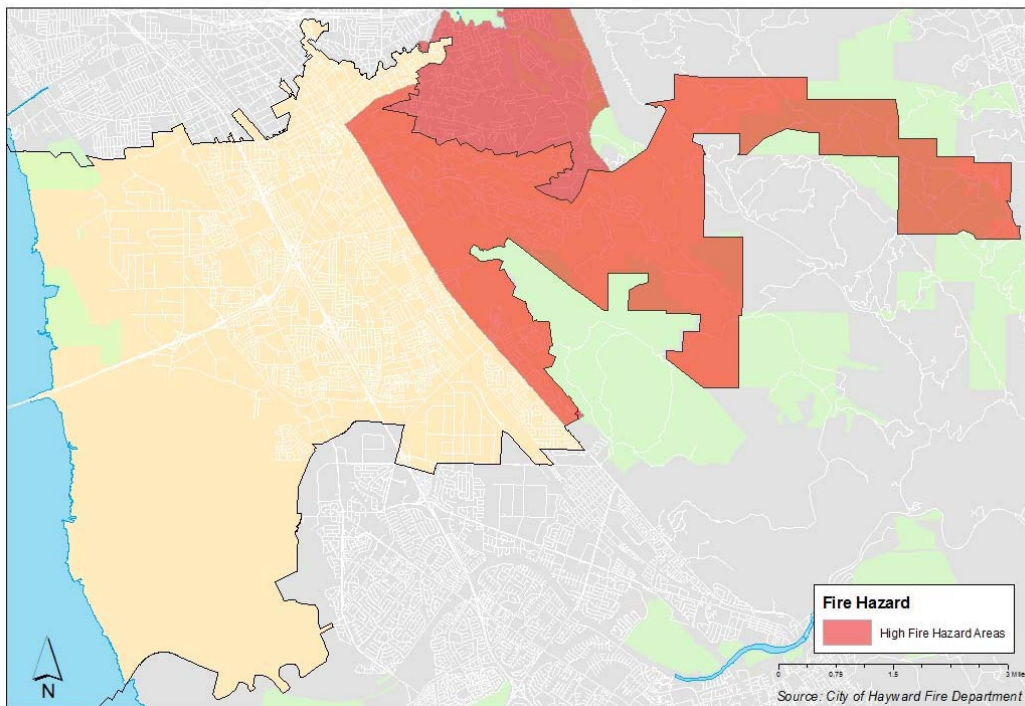


Figure 3 (Map from City of Hayward's 2016 Local Hazard Mitigation Plan)

### Human Conflict /Socio-Political Hazards

While there is no way to predict the occurrence of human conflict/socio-political hazards, there is always a possibility of their occurrence. Human conflict hazards relate to human based threats such as war, terrorism, civil disorder, workplace violence, and other violent encounters or conflicts. Socio-political hazards represent threats associated with sudden and unexpected social disruption/destabilization or loss of government.

### BUSINESS IMPACT ANALYSIS WORKSHEET

BUSINESS IMPACT ANALYSIS WORKSHEET						
Threat and Hazard Analysis						
Entry #	Threat Hazard	Threat or Hazard Characteristics	Threat or Hazard Likelihood (0-10)	Vulnerability (0-10)	Failure Impact (0-10)	Risk Value (0-30)
1.	Earthquakes	See Annex G	8	10	10	28
2.	Hazardous Materials	See Annex G	6	8	8	22
3.	Fires	See Annex G	6	6	8	20
4.	Human Conflict/Socio-Political Hazards	See Annex G	6	5	5	16

VALUE CHART	
Value	Likelihood of Threat Occurrence
9-10	Extremely Likely- Happens often
7-8	Highly Likely- Happens occasionally
5-6	Probable-Happened before; More than once
3-4	Possible-Happened many years ago
1-2	Unlikely-No recent memory of this happening
0	Does not happen