



Children's Cancer Therapy Development Institute

Business Continuity Plan

For Primary Facility at:
12655 SW Beaverdam Rd., West Ste.
Beaverton, OR 97005

Version Dated: 09 March 2017

Table of Contents

Section I: Introduction	3
a. How to Use This Plan	3
b. Objectives	3
c. Scope	4
d. Assumptions	4
e. Changes to the Plan/Maintenance Responsibilities	4
f. Plan Testing Procedures and Responsibilities	5
g. Plan Training Procedures and Responsibilities	5
Section II: Business Continuity Strategy	6
a. Introduction	6
b. Business Function Recovery and Relocation Strategies	6
c. Recovery Plan Phases	6
d. On-line Access to cc-TDI Computer Systems	7
Section III: Recovery Teams	8
a. Purpose and Objective	8
b. Personnel Notification	8
c. Team Contacts	8
d. Emergency Management Team Responsibilities	9
Section IV: Recovery Procedures	12
a. Purpose and Objective	12
b. Recovery Activities and Tasks	13
PHASE I: Disaster Occurrence.....	13
PHASE II: Plan Activation.....	17
PHASE III: Alternate Site Operations.....	20
PHASE IV: Transition to Primary Operations	21

Section V: Appendices..... 22

 Appendix A - Employee Telephone Lists..... 23

 Appendix B - Alternate Site Recovery Resource Requirements..... 24

 Appendix C - Emergency Operations Center (EOC) Locations 26

 Appendix D - Additional Vivarium Disaster Response Details..... 27

Section I: Introduction

a. How to Use This Plan

In the event of a disaster which interferes with cc-TDI's ability to conduct business, this plan is to be used by the responsible individuals to coordinate the business recovery of their respective areas and/or departments. The plan is designed to contain, or provide reference to, all of the information that might be needed at the time of a business recovery.

Section I: Introduction, contains general statements about the organization of the plan. It also establishes responsibilities for the maintenance activities that are necessary to guarantee the ongoing viability of the plan.

Section II: Business Continuity Strategy, describes the strategy that cc-TDI will implement to maintain business continuity in the event of a facility disruption. These decisions determine the content of the action plans, and if they change at any time, the plans should be changed accordingly.

Section III: Recovery Teams, lists the Recovery Team functions, those individuals who are assigned specific responsibilities, and procedures on how each of the team members is to be notified.

Section IV: Team Procedures, determines what activities and tasks are to be taken, in what order, and by whom in order to proceed with the recovery.

Section V: Appendices, contains all of the other information needed to carry out the plan. Other sections refer the reader to one or more Appendices to locate the information needed to carry out the Team Procedures steps.

b. Objectives

The objective of the Business Continuity Plan is to coordinate recovery of critical business functions in managing and supporting the business recovery in the event of a facilities (office building) disruption or disaster. This can include short or long-term disasters or other disruptions, such as fires, floods, earthquakes, explosions, terrorism, tornadoes, extended power interruptions, hazardous chemical spills, and other natural or man-made disasters.

A disaster is defined as any event that renders a business facility inoperable or unusable so that it interferes with the organization's ability to deliver essential business services.

The priorities in a disaster situation are to:

1. Ensure the safety of employees and visitors.
2. Mitigate threats or limit the damage that threats can cause.
3. Have advanced preparations to ensure that critical business functions can continue.
4. Have documented plans and procedures to ensure the quick, effective execution of recovery strategies for critical business functions.

c. Scope

The Business Continuity Plan is limited in scope to recovery and business continuance from a serious disruption in activities due to non-availability of cc-TDI's facilities. Unless otherwise modified, this plan does not address temporary interruptions of duration less than the time frames determined to be critical to business operations.

The scope of this plan is focused on localized disasters such as fires, floods, and other localized natural or man-made disasters. This plan is not intended to cover major regional or national disasters such as regional earthquakes, war, or nuclear holocaust. However, it can provide some guidance in the event of such a large scale disaster.

d. Assumptions

The viability of this Business Continuity Plan is based on the following assumptions:

1. That this plan has been properly maintained and updated as required.
2. The functions and roles referenced in this plan do not have to previously exist within an organization; they can be assigned to one or more individuals as new responsibilities, or delegated to an external third party if funding for such services can be arranged and allocated.

e. Changes to the Plan/Maintenance Responsibilities

Maintenance of the Business Continuity Plan is the responsibility of the Business Continuity Coordinator.

f. Plan Testing Procedures and Responsibilities

The Business Continuity Coordinator is responsible for ensuring the workability of the Business Continuity Plan. This should be periodically verified by active or passive testing.

g. Plan Training Procedures and Responsibilities

The Business Continuity Coordinator is responsible for ensuring that the personnel who would carry out the Business Continuity Plan are sufficiently aware of the plan's details. This may be accomplished in a number of ways including; practice exercises, participation in tests, and awareness programs conducted by the Business Continuity Coordinator.

Section II: Business Continuity Strategy

a. Introduction

This section describes the strategy devised to maintain business continuity in the event of a facilities disruption. This strategy would be invoked should the cc-TDI primary facility somehow be damaged or inaccessible.

b. Business Function Recovery and Relocation Strategies

The strategy is to recover critical research functions once use of the primary facility is restored. In the interim, employees shall carry out any duties that do not require lab access from home, in the event that they are able to access their computers from the lab. Should the primary facility be damaged or destroyed to such an extent that restoration will not be able to be achieved within two weeks of the catastrophic event, the scientific staff shall make arrangements to continue or restart research in alternate locations as they are able until cc-TDI is able to restore use of the primary facility or acquire/lease and equip new laboratory space in another building in the same metropolitan area.

c. Recovery Plan Phases

The activities necessary to recover from a cc-TDI facilities disaster or disruption will be divided into four phases. These phases will follow each other sequentially in time.

1. Disaster Occurrence

This phase begins with the occurrence of the disaster event and continues until a decision is made to activate the recovery plans. The major activities that take place in this phase include: emergency response measures, notification of management, damage assessment activities, and declaration of the disaster.

2. Plan Activation

In this phase, the Business Continuity Plans are put into effect. This phase continues until the alternate facility is occupied, critical business functions reestablished, and computer access restored to cc-TDI. The major activities in this phase include: notification and assembly of the recovery teams, implementation of interim procedures, and relocation to the secondary facility/backup site, and re-establishment of data communications.

3. Alternate Site Operations

This phase begins after secondary facility operations are established and continues until the primary facility is restored. The primary recovery activities during this phase are backlog reduction and alternate facility processing procedures.

4. Transition to Primary Site

This phase consists of any and all activities necessary to make the transition back to a primary facility location.

d. On-line Access to cc-TDI Computer Systems

In the event of a facilities disruption, the IT disaster recovery strategy is to assist in re-establishing cc-TDI employee access to our online data systems. Services covered would include electronic data storage and communications, and all other services required for restoring limited emergency service to the organization.

Section III: Recovery Teams

a. Purpose and Objective

This section of the plan identifies who will participate in the recovery process for the Business Continuity Plan. The participants are organized into one or more teams. Each team has a designated team leader and an alternate for that person. Other team members are assigned either to specific responsibilities or as team members to carry out tasks as needed.

The information in this section is organized into several subsections.

b. Personnel Notification

This section specifies how employees are to be notified if the plan is to be put into effect by identifying who calls whom, and in what order.

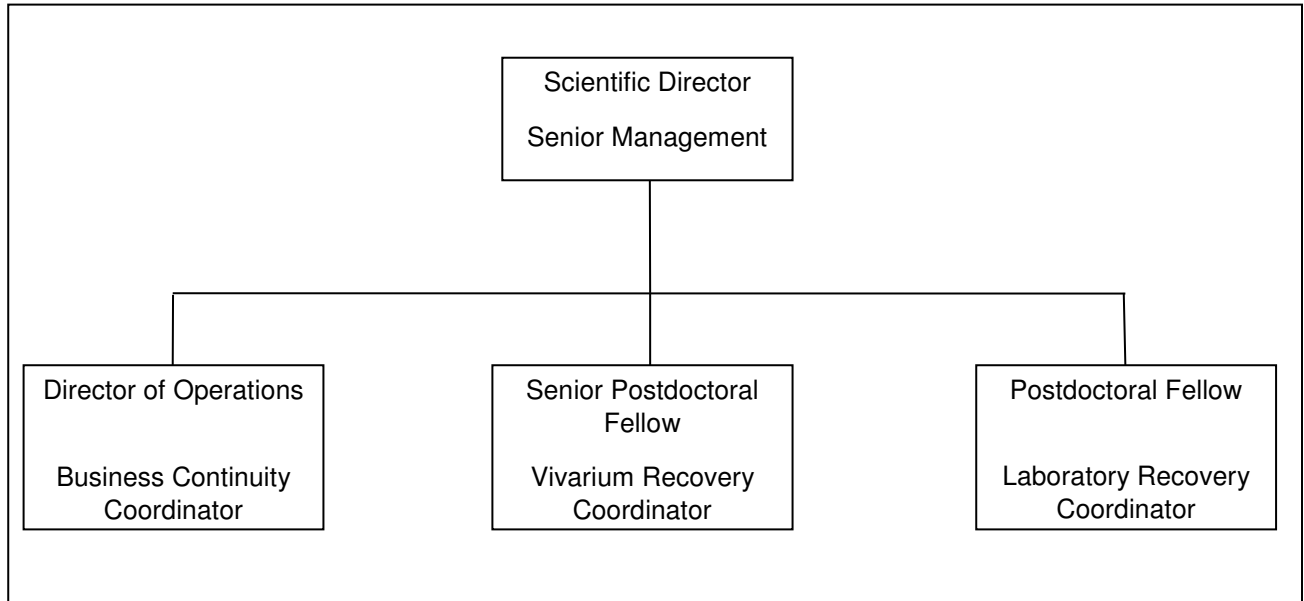
References: Appendix A - Employee Telephone Lists

c. Team Contacts

This section identifies other people or organizations who might need to be contacted during the recovery process. Their names and telephone numbers are provided.

Reference: Appendix A – Employee Telephone Lists

d. Emergency Management Team Responsibilities



Business Continuity Coordinator – Director of Operations

In the event of a disaster, the Business Continuity Coordinator is responsible for ensuring that the following activities are successfully completed:

- Works with the cc-TDI Emergency Management Team to officially declare a disaster, and start the Disaster Recovery/Business Continuation process to recover cc-TDI’s business functions at an alternate site.
- If necessary, alert cc-TDI’s Senior Management that a disaster has been declared.
- Present Business Continuity Plan recovery status reports to Senior Management.
- Provide on-going support and guidance to the Business Continuity teams and personnel.
- Work with cc-TDI’s Senior Management to authorize the use of the alternate recovery site selected for re-deploying critical cc-TDI resources.
- Ensure that a record of all Business Continuity and Disaster Recovery activity and expenses incurred by cc-TDI is being maintained.
- Notifying employee’s emergency contact of employee injury or fatality.
- Coordinating, submitting, and tracking any and all claims for insurance and ensuring the processing of all life, health, and accident insurance claims as required.

- Responsible for providing information regarding the disaster and recovery efforts to: Customers, Media, Regulatory Agencies, Vendors/Contracts.
- Identifying and documenting when repairs can begin and obtaining cost estimates. Contacting vendors to schedule specific start dates for the repairs.
- Determining where forms and supplies should be delivered, based on damage to the normal storage areas for the materials.
- Assuring order placement for consumable materials (forms, supplies, etc.) for processing based upon input from the other teams.
- Notifying the United States Postal Service of delivery disruption.

Vivarium Recovery Coordinator – Senior Postdoctoral Fellow

In the event of a disaster, the Vivarium Recovery Coordinator is responsible for ensuring that the following activities are successfully completed:

- Overseeing removal of research animals from the primary facility in the event that damage or disaster requires it.
- Coordinating ongoing care for research animals in the event that the primary facility has not been damaged or destroyed, but business operations have ceased.
- Taking appropriate actions to ensure that all research animals have been humanely euthanized in the event that the primary facility has been damaged or destroyed such that the research animals may no longer be safely housed within it.
- Work with off-site repositories to re-establish the research animal colony once full operations have been restored.

Laboratory Recovery Coordinator – Senior Research Scientist

In the event of a disaster, the Laboratory Recovery Coordinator is responsible for ensuring that the following activities are successfully completed:

- Taking appropriate actions to safeguard equipment from further damage or deterioration.
- Coordinating the removal, shipment, and safe storage of all equipment, supplies, and other materials as necessary.
- Supervise all salvage and cleanup activities.
- Coordinating required departmental relocations to the recovery sites.

- Coordinating relocation to the permanent site after repairs are made
- Inspecting the physical structure and identifying areas that may have sustained damage.
- Providing management with damage assessment reports and recommendations.

Section IV: Recovery Procedures

a. Purpose and Objective

This section of the plan describes the specific activities and tasks that are to be carried out in the recovery process for cc-TDI. Given the Business Continuity Strategy outlined in **Section II**, this section transforms those strategies into a very specific set of action activities and tasks according to recovery phase.

The Recovery Procedures are organized in the following order: recovery phase, activity within the phase, and task within the activity.

The recovery phases are described in **Section II.D** of the Plan. In the Recovery Procedures document, the phases are listed in the order in which they will occur. The description for each recovery phase begins on a new page.

Each activity is assigned to one of the recovery teams. Each activity has a designated team member who has the primary assignment to complete the activity. Most activities also have an alternate team member assigned. The activities will only generally be performed in this sequence.

The finest level of detail in the Recovery Procedures is the task. All plan activities are completed by performing one or more tasks. The tasks are numbered sequentially within each activity, and this is generally the order in which they would be performed.

b. Recovery Activities and Tasks

PHASE I: Disaster Occurrence

ACTIVITY: Emergency Response

ACTIVITY IS PERFORMED AT LOCATION: Primary Facility

ACTIVITY IS THE RESPONSIBILITY OF THIS TEAM: All Employees

TASKS:

1. After a disaster occurs, quickly assess the situation to determine whether to immediately evacuate the building or not, depending upon the nature of the disaster, the extent of damage, and the potential for additional danger.

Note: If the primary facility is a total loss, not accessible or suitable for occupancy, the remaining activities can be performed from the Emergency Operations Center (EOC), after ensuring that all remaining tasks in each activity have been addressed. This applies to all activities where the Main Office is the location impacted by the disaster. The location(s) of the EOC are designated in **Appendix D - Emergency Operations Center (EOC) Locations**. The EOC may be temporarily setup at any one of several optional locations, depending on the situation and accessibility of each one. Once the Alternate site is ready for occupancy the EOC can be moved to that location.

2. Quickly assess whether any personnel in your surrounding area are injured and need medical attention. If you are able to assist them without causing further injury to them or without putting yourself in further danger, then provide what assistance you can and also call for help. If further danger is imminent, then immediately evacuate the building.
3. If appropriate, evacuate the building in accordance with your building's emergency evacuation procedures. Use the nearest stairwells. Do not use elevators.
4. **Outside of the building meet at the rear parking lot behind the building. Do not wander around or leave the area until instructed to do so.**
5. Check in with your fellow employees for roll call. This is important to ensure that all employees are accounted for.
6. Once the disaster has ended and all employees are present and/or accounted for, if the vivarium can be evacuated without causing further injury to any personnel or putting them in further danger, those who are able to should assist in evacuating the vivarium to the back parking lot, beginning with the cages marked as containing critical and irreplaceable mice.

ACTIVITY: Notification of Management

ACTIVITY IS PERFORMED AT LOCATION: At Any Available Phone

ACTIVITY IS THE RESPONSIBILITY OF: Business Continuity Coordinator

PRIMARY: Business Continuity Coordinator

TASKS:

1. Team leader informs the senior management if they have not been informed.
2. Remaining personnel are notified of the disaster by following procedures as included in **Section III. D. - Recovery Personnel Notification.**
3. Depending upon the time of the disaster, personnel are instructed what to do (i.e. stay at home and wait to be notified again, etc.)

ACTIVITY: Preliminary Damage Assessment

ACTIVITY IS PERFORMED AT LOCATION: Main Office Location

ACTIVITY IS THE RESPONSIBILITY OF: Laboratory Recovery Management Team

TASKS:

1. Caution all personnel to avoid safety risks as follows:
 - Enter only those areas the authorities give permission to enter.
 - Ensure that all electrical power supplies are cut to any area or equipment that could poses a threat to personal safety.
 - Ensure that under no circumstances is power to be restored to equipment until the comprehensive damage assessment has been conducted, reviewed, and authority to restore power has been expressly given.
2. If possible without any risk to safety, facilitate retrieval of critical items (laptops, personal valuables, critical tissue samples [note: research animals should have already been removed from the facility, if possible]).
3. Arrange a meeting with Senior Management to review the disaster declaration recommendation that results from the preliminary damage assessment and to determine the course of action to be taken.

ACTIVITY: Declaration of a Disaster

ACTIVITY IS PERFORMED AT LOCATION: Main Office Location or Alternate Site/Emergency Operations Center

ACTIVITY IS THE RESPONSIBILITY OF: Senior Management

TASKS:

1. In the event of an emergency, the Team Leaders from each Emergency Management Team at the location should assemble, gather appropriate information, consult with Senior Management, and make the decision whether to declare the disaster.
2. Actual declaration of a disaster is to be made by Senior Management. Employees should wait for notification from an Emergency Management Team Leader that a disaster has been declared and that employees are to start executing their Business Continuity Plans and relocate to their Alternate Business Site Location.
3. The employee to be contacted notifies the Senior Management if they have not yet been contacted.

PHASE II: Plan Activation

ACTIVITY: Notification and Assembly of Recovery Teams and Employees

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site/Emergency Operations Center

ACTIVITY IS THE RESPONSIBILITY OF: Senior Management and Emergency Management Team Leaders

TASKS:

1. Senior Management calls each of the Emergency Management Team Leaders, instructs them of what time frame to assemble at the Emergency Operations Center (to be decided at the time), and to bring their copies of the Plan. The location(s) of the EOC are designated in **Appendix D - Emergency Operations Center (EOC) Locations**. The EOC may be temporarily setup at any one of several optional locations, depending on the situation and accessibility of each one. Once the Alternate site is ready for occupancy the EOC can move to that location, if preferred.
2. Review the recovery strategy and action plan with the assembled team.
3. If necessary, adjust the management team assignments based on which members are available.
4. The Emergency Management Team Leaders contact critical employees and tell them to assemble at the alternate site. If the alternate site is a long distance from the primary site (i.e. out-of-state), then individuals should make their own travel arrangements to the alternate site. Non-critical employees should be instructed to stay at home, doing what work is possible from home, until notified otherwise.
5. **In the event of a disaster that affects telecommunications service regionally**, the Emergency Management Team Leaders should instruct critical employees not to proceed to the alternate site even unless they have been contacted directly.

ACTIVITY: Relocation to Alternate Site

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: All Critical Personnel

TASKS:

1. When instructed by an Emergency Management Team Leader, make arrangements to commute or travel to the alternate site.
2. The Laboratory Recovery Coordinator needs to consult with Senior Management to determine if access can be gained to the primary (damaged) site to retrieve vital equipment and other materials. Senior Management will only allow access to the primary site if the authorities grant access. This will be dependent upon the nature of the disaster and the extent of damage.
3. If allowed access to the primary site to retrieve vital equipment and other materials, **perform some pre-planning to determine what is most important to retrieve.** This may be necessary since the time you may be allowed access to the primary site may be minimal.
4. Depending on the amount of vital equipment and other materials you are able to retrieve from the primary site, make arrangements to transport this material to the alternate site. If the material is not too great, this could be accomplished by giving to employees to carry along with them. If there is a large amount of material, then the Laboratory Recovery Coordinator will make arrangements for transport services.
5. Management and critical employees travel to alternate site.

ACTIVITY: Implementation of Interim Procedures

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: Emergency Management Team Leaders

TASKS:

1. After arrival at the alternate site, map out locations that can be used for workspace. Obtain additional tables and chairs, either from the office or from outside rental agencies to provide additional workspace. Place in any available open areas, but be cautious of not blocking exits for fire evacuation purposes.
2. **Determine flexible working schedules for staff** to ensure that business needs are met, but also to enable effective use of space. This may require that some employees work staggered shifts, work from home, or may need to work evenings or weekend shifts.
3. Developed prioritized work activities, especially if all staff members are not available.
4. Business Continuity Coordinator to discuss with Senior Management when and how replacement laptops, if necessary, will be provided to employees at the alternate site and communicate the IT recovery status to all personnel.

PHASE III: Alternate Site Operations

ACTIVITY: Alternate Site Processing Procedures

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: Alternate Site Team

TASKS:

1. Set up operation
2. Determine priorities for work backlogs to ensure the most important backlogged tasks are resolved first.
3. Set an overtime schedule, if required, based on staff and system availability.
4. Set backlog priorities, establish a backlog status reports if necessary, and communicate this to Senior Management.
5. If backlogs appear to be very large or will take a significant time to recover, determine if temporaries could be used for certain tasks to help eliminate the backlogs. If justified, arrange for temporaries to come in.

PHASE IV: Transition to Primary Operations

ACTIVITY: Relocating Personnel, and Equipment Back to Primary Facility

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site and Primary Site

ACTIVITY IS THE RESPONSIBILITY OF: Emergency Management Team Leaders

TASKS:

1. In conjunction with the Emergency Management Team Leaders and Senior Management, determine when employees will be scheduled for relocating back to the primary site.
2. Communicate this schedule to all personnel.
3. Discuss when and how any equipment brought into the alternate site will be uninstalled, moved back to the primary site and re-installed.
4. Pack, box, and identify all materials to be transported back to the primary site and terminate alternate site operations as necessary.
5. Make arrangements to transport the boxes back to the primary site.

Section V: Appendices

Appendix A - Employee Telephone Lists

Appendix B - Alternate Site Recovery Resource Requirements

Appendix C - Emergency Operations Center (EOC) Locations

Appendix D - Additional Vivarium Disaster Response Details

Appendix A - Employee Telephone Lists

	Employee	Cellular #	E-mail
	Samuel Rasmussen	(503) 523-9079	samuel@cc-tdi.org
*LRC	Noah Berlow	(806) 370-9036	noah@cc-tdi.org
**LRC	Narendra Bharathy	(971) 444-9871	naren@cc-tdi.org
*VRC	Megan Cleary	(315) 420-9122	megan@cc-tdi.org
*SM	Charles Keller	(801) 232-8038	charles@cc-tdi.org
	Erin Benson	(612) 578-5117	erin@cc-tdi.org
**VRC	Brian Alley	(303) 330-8414	brian@cc-tdi.org
**BCC	Morgann Turkot	(971) 322-5489	morgann@cc-tdi.org
*BCC	Alexis Weyers	(518) 817-3783	alexis@cc-tdi.org
	Eric Jackson	(801) 580-8297	ecjmkj@aol.com
	Amy Meiners	(818) 720-2570	amy.meiners@cumberlandcg.com
	Tommy Pham	(971) 533-1984	tommy.pham@nike.com
	Sunit Rikhi	(503) 329-7321	sunit.rikhi@gmail.com
	Atiq Bajwa	(503) 805-9227	atiq_bajwa@yahoo.com
	Gary Nagamori	(415) 652-8325	gnagamori@gmail.com

Note – in the event of an emergency, Senior Management should call all Team Leaders to alert them. Team Leaders are responsible for calling their alternates and the Business Continuity Coordinator is responsible for calling all other employees and board members.

- * Indicates Team Leader
- ** Indicates Alternate Team Leader

Appendix B - Alternate Site Recovery Resource Requirements

Item	Description	Comments
Desks	Home-based	
Chairs	Home-based	
Laptop	Home-based	
Printer/Scanner/Copier	Home-based	
Internet Connection	Public (city) wifi	
Lab Equipment	To be negotiated with OTRADI, OHSU, Providence or Shriners Hospital Research Center (the latter of which Dr. Keller holds an affiliate position)	
Refrigeration/Freezer Storage	To be negotiated with OTRADI, OHSU, Providence or Shriners Hospital Research Center (the latter of which Dr. Keller holds an affiliate position)	

Lab Bench Space	To be negotiated with OTRADI, OHSU, Providence or Shriners Hospital Research Center (the latter of which Dr. Keller holds an affiliate position)	
Chemical Hoods	To be negotiated with OTRADI, OHSU, Providence or Shriners Hospital Research Center (the latter of which Dr. Keller holds an affiliate position)	
Biological Hoods	To be negotiated with OTRADI, OHSU, Providence or Shriners Hospital Research Center (the latter of which Dr. Keller holds an affiliate position)	

Appendix C - Emergency Operations Center (EOC) Locations

Critical Function	Alternate Site
EOC Emergency Management Team	Bogza Coffee (503) 766-3523 12600 Crescent St. #110 Beaverton, OR 97005
	Beaverton City Hall (503) 526-2222 12725 SW Millikan Way Beaverton, OR 97005
	Beaverton City Library (503) 644-2197 12375 SW 5 th St. Beaverton, OR 97005
Personnel	OHSU (503) 494-8311 3181 SW Sam Jackson Park Rd. Portland, OR 97239
	OTRADI (503) 227-1814 4640 SW Macadam Ave. #250 Portland, OR 97239
	Shriners Research Center (503) 241-5090 3101 SW Sam Jackson Park Rd. Portland, OR 97201

Appendix D - Additional Vivarium Disaster Response Details

Threat to Animal Health	Response
<p>Loss of ventilation Loss of heating/cooling</p>	<p>The vivarium is monitored 24/7 and temperature and CO₂ sensors alert our Scientific Director to fluctuations. Staff are prepared to check on the animals in case fluctuations reach critical levels.</p> <p>The systems are on a backup generator in case of power failures.</p> <p>Research animals will be relocated if systems fail and cannot be restarted before critical lack of ventilation/heating/cooling occurs. Any injured or distressed mice will be humanely euthanized by Scientific Director, Senior Postdoctoral Fellow, or Senior Research Scientist.</p>
<p>Loss of food or potable water</p>	<p>Animals are provided with bottled water and backup stores of food and water are kept on-site. In the event of a disaster so severe that food and water stores are exhausted without the possibility of replacement, animals will be humanely euthanized by Scientific Director, Senior Postdoctoral Fellow, or Senior Research Scientist.</p>
<p>Total loss of animal housing facility</p>	<p>Research animals will be relocated if possible. If not, they will be humanely euthanized by Scientific Director, Senior Postdoctoral Fellow, or Senior Research Scientist. Colonies will be reestablished after restoration of facility using sperm and ova stored at off-site repositories.</p>

Note – research animals are housed in the vivarium located in the rear, northeastern corner of the main floor of the facility at 12655 SW Beaverdam Rd., West Suite, Beaverton, OR 97005.