

CONSOLIDATED FIRE AGENCIES
CONFIRE EMS Division
California

AMBULANCE SERVICES

Departmental Continuity of Operations Plan



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Acknowledgments

This Continuity of Operations Plan (COOP) is prepared by AP Triton, LLC and CONFIRE's EMS Division Staff and approved by the CONFIRE Administrative Committee, enabling activities within this document to be performed within CONFIRE's authority and capabilities.

This plan provides guidance and tactical direction to support CONFIRE's EMS Division in continuing to provide mission essential functions (MEFs) during and after a disruption event. Comments and suggestions for improvement are welcome.

Privacy Statement

Certain sections of this plan, specifically within the appendices, list contact information for individuals designated to implement continuity processes and procedures. Given the individualized and specific information included, these sections will be redacted from the publicly available version of this plan.

This document contains sensitive information relating to continuity and recovery operations for CONFIRE's jurisdiction in response to emergencies and events. Sensitive portions that include personal privacy information or information with significant implications on City, County, State, or National security are contained in attachments that are exempt from public disclosure under the provisions of the California Public Records Act (California Government Code §6250-6276.48). A copy of this document may be requested through public request at our administrative offices at 1743 Miro Way, Rialto, CA, 92376.

Sections of this plan that are inappropriate for public release will be designated as CONFIRE Departmental Continuity of Operations Plan (COOP) INTERNAL USE ONLY and will be marked as such. These sections are considered proprietary, sensitive, privileged, and confidential and are to be used only for internal department or other official purposes. Unauthorized distribution, publication, or other use of these sections and/or their contents is prohibited.

Promulgation Statement

The CONFIRE Continuity of Operations (COOP) Plan for CONFIRE is transmitted herewith. It provides a framework in which CONFIRE can plan and perform its respective mission essential functions during a disruptive event or national emergency. CONFIRE, through its continuity planning efforts, underscores its unwavering commitment to maintaining critical services in times of emergency or disaster, prioritizing the safety and protection of its citizens, employees, and visitors.

This COOP was prepared at the direction of CONFIRE and is in accordance with direction from CalOES COOP Guidance, FEMA's Continuity Guidance Circular, Comprehensive Preparedness Guide 101 (CPG 101), the National Incident Management System (NIMS), the California Standardized Emergency Management System (SEMS), the International Organization for Standardization (ISO) 22301, and the National Fire Protection Association (NFPA) 1600: *Standard on Continuity, Emergency, and Crisis Management*. This plan will be reviewed periodically and recertified as necessary.

The Concept of Operations (CONOPS) and most appendices will be updated bi-annually, and Appendix F (Continuity Management Group) and Appendix G (Vendor Contact List) will be updated quarterly. Refresher training and staff briefing or exercise for personnel responsible for COOP implementation should be done to complete the annual review and update process.

CONFIRE's governing body has reviewed and approved this plan, validating its content to ensure the inclusion of necessary information and guidance. This comprehensive plan empowers CONFIRE to sustain its essential services and mitigate potential impacts during and after an emergency.

Approved: _____ Date: _____
Executive Director, CONFIRE

Continuity of Operations Plan Approvals

By their signatures below, the following senior-level officials at CONFIRE certify approval of this Continuity of Operations Plan and fully understand the continuity of business operations procedures that are to be followed in the event of an emergency that impacts the facilities and employees for which they are responsible.

Approved: _____ Date: _____
Executive Director, CONFIRE

Approved: _____ Date: _____
Deputy Executive Director, CONFIRE

Approved: _____ Date: _____
EMS Director, CONFIRE

Foreword

To support the San Bernardino County Vision: “A sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure in which development complements our natural resources and environment.”

CONFIRE has identified the mission essential functions services (MEFs) that must be performed and efficiently resumed during a disruptive event or national emergency. Emergency events can quickly interrupt, paralyze, or destroy the ability to perform these MEFs. While the impact of these disruptive events cannot be predicted, planning for operations under such conditions can mitigate the impact on employees, residents, facilities, services, and missions.

CONFIRE has prepared this COOP to ensure that MEFs can be performed during an event that may disrupt normal operations. This plan was developed to establish policy and guidance to ensure the execution of MEFs and to direct the relocation of personnel and resources to a continuity (alternative) facility capable of supporting operations. The plan outlines procedures for identifying MEFs and directing personnel and resources to a continuity (alternate) facility capable of supporting operations. The plan outlines procedures for:

- Identifying MEFs
- Alerting, notifying, and activating personnel
- Establishing continuity facilities
- Identifying personnel with authority and knowledge of these services

The COOP consists of the following components:

- The **Base Plan** provides the objectives, MEFs, CONOPS, and activities that govern CONFIRE continuity of operations.
- Appendices provide other relevant supporting information.
- **Continuity of Operations Governance:** It shall be the responsibility of CONFIRE to ensure its respective COOP is updated and maintained after every continuity event or, at a minimum, on an annual basis. After each update, the Director will provide an updated copy of the COOP to the ICEMA Director.

- **Appendices** are individual supplements that focus on specific and unique missions such as MEFs, dependencies, recovery time objectives (RTOs), orders of succession, delegation of authority, devolution of control and direction, continuity management group, vendor contact list, continuity facilities, relocation process, continuity commendations, essential records and database, personnel, testing and training, and plan maintenance. These supplements give guidance and describe specific functional processes and administrative requirements necessary to ensure the efficient and effective implementation of continuity planning objectives.
- **Training and Exercises:** CONFIRE will support training and exercises for the COOP on an annual basis.

Record of Changes

Date	Pages	Revision Description(s)	Authority
10/2024		COOP Development	<i>Executive Director</i>

Introduction

The objective of the all-hazards approach to continuity of operations planning, referred to as "COOP" hereafter, is to ensure CONFIRE's capacity to function and deliver essential services remains intact, irrespective of the nature of the emergency. This comprehensive strategy encompasses readiness for various scenarios, encompassing natural disasters like earthquakes and flooding, technological crises, and deliberate incidents such as acts of terrorism.

CONFIRE's COOP outlines policies and provides guidance for actions to sustain Critical Business Processes within the recovery time frames established by the COOP Planning Team and to maintain these processes for up to 30 days.

Plan Purpose

All CONFIRE departments shoulder the responsibility of preparing for and responding to disasters. In times of COOP activation, departments may find themselves operating from alternate locations and facing potential resource overextension.

Central to this initiative is CONFIRE's unwavering commitment to protecting its employees, operations, and facilities. The COOP serves as a crucial framework for departments and personnel, designed to mitigate the impact of emergencies. Additionally, it lays out procedures for leadership to strategically minimize risks to employees, operations, and facilities.

Applicability and Scope

Situations and Assumptions

Situations and assumptions are documented to describe current operating conditions and to establish the parameters under which the plan may be activated.

Situation

CONFIRE may continue to be vulnerable to current identified hazards and risk as well as others that may develop in the future.

Assumptions

- The COOP may be activated because of an emergency response and implementation of the Emergency Operations Plan (EOP). Activation of the COOP will occur at the level necessary to resolve the situation.

Objectives

The COOP documents the steps taken to ensure that CONFIRE can continue its Mission Essential Functions (MEFs) throughout any potential disruptive event.

Figure 1: CONFIRE Continuity Planning Objectives

CONFIRE Continuity Planning Objectives	
Objective Number	Continuity Planning Objectives
1	Ensure the continuous performance of MEFs during a disruptive event.
2	Protect essential facilities, equipment, essential records, and other assets.
3	Reduce or mitigate disruptions to operations
4	Assess and minimize damage and losses
5	Facilitate decision-making during a disruption event
6	Achieve a timely and orderly recovery from a disruption event and resumption of full customer service.

Mission Essential Functions

Mission Essential Functions encompass those critical areas of business that must continue event during a disruptive event. These MEFs must be performed to achieve the San Bernardino County's mission. Each MEF, in turn, is supported by critical processes or services that are provided to the public or other departments within the county. Mission essential functions are those that enable CONFIRE to:

- Provide vital services
- Maintain the organization's good name
- Generate revenue
- Minimize legal exposure
- Protect life and property
- Ensure the well-being of citizens

State Essential Functions

State Essential Functions (SEFs) are the eleven cross-government essential functions, which are a collective of agency functions, represent the overarching responsibilities of the State Government to lead and sustain California and shall be the primary focus of the State's leadership during and in the aftermath of a catastrophic emergency.

Figure 2: State Essential Functions

SEF	Description
1	Government Leadership: Provides viable and effective leadership for the people of California while restoring and maintaining critical state essential functions.
2	Public Safety: Maintains public safety and security for the people of California and decreases their vulnerability to threats and hazards.
3	Emergency Management: Protects and preserves the lives, property, and environment of the people of California from the effects of natural, technological, and human-caused disasters.
4	Public Health and Medical: Ensures the continuity and strength of California's medical, public health, and mental health organizations and systems. Supports the health and well-being of the people of California.
5	Social Services and Education: Ensures the continuation of essential social services for the people of California, including services for those with disabilities, access and functional needs population, and victims of crime. Supports the continued operation of California's educational systems (both public and private) at all levels of government.
6	Critical Infrastructure: Preserves California's infrastructure, including its transportation systems, energy systems, utilities, dams, and other critical components. Supports and sustains the personnel required to operate and maintain the physical infrastructure.
7	Financial, Economic, and Business: Ensures the financial and economic security of California's business, financial systems/institutions and its citizens. Preserves and supports California's labor/workforce. Protects and preserves California's tax and revenue collection capabilities to ensure continuity of California's government.
8	Information Technology/Communications: Protects, maintains, and preserves California's communications and technological capabilities. Ensures continued interoperability of California's communications systems.
9	Agriculture: Promotes and preserves the livelihood of California's agricultural community and all its members. Ensures continuation of existing agriculture training and education programs. Ensures that California's agriculture remains strong and competitive.
10	Environment: Protects, preserves, and restores California's natural environment, ecosystems, resources, and natural habitats and the impacts of natural disasters or other events.
11	Information Collaboration: Encourages and enhances information sharing and collaboration between Local/State/Federal and Private Sector's to more effectively respond and recover from all threats and protect the citizens of California.

Recovery Time Objective

In addition to identifying which functions are necessary to support city operations, the recovery time objective (RTO) should be determined for each mission's essential function. An RTO is the time in which systems, processes, services, or functions must be restored to acceptable levels to ensure the continuation of MEFs. The following are MEFs for CONFIRE:

Figure 3: Recovery Time Objective Matrix

Tier	Ratings	Priority
A	EMERGENCY RESPONSE FUNCTIONS: These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property. These functions must be established within the first two hours.	0–2 hours
B	CRITICAL IMPACT: High impact on public health or safety (up to 24 hours)	0–24 hours
C	HIGH IMPACT: High impact on public safety and health or on department critical operations.	Up to 72 hours
D	MODERATE IMPACT: Moderate impact on public safety, health, or on department critical operations	1–3 weeks
E	LOW IMPACT: Low impact on public safety, health, or on department critical operations.	3 weeks or longer

CONFIRE EMS Mission Essential Functions

The following are MEFs for CONFIRE EMS:

- Emergency/911 BLS and ALS response
- Non-emergency interfacility and Critical Care transport
- EMS stand by at events that pose an imminent danger of loss of life
- Organizational and staff support

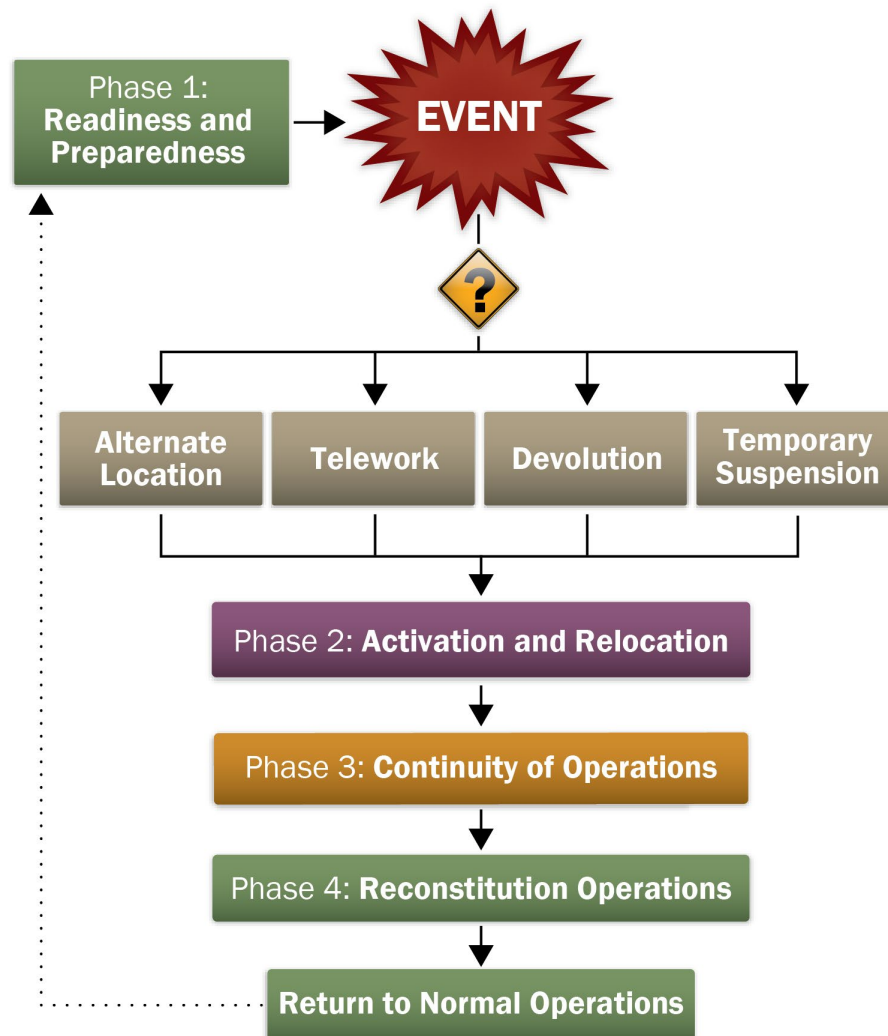
Concept of Operations

CONFIRE's Continuity of Operations (COOP) Plan follows a four-phase approach:

- **Phase 1:** Readiness and Preparedness
- **Phase 2:** Activation and Relocation
- **Phase 3:** Continuity of Operations
- **Phase 4:** Reconstitution Operations

The following is a flow chart of the four phases of the COOP.

Figure 4: Continuity of Operations Plan Phases Flow Chart



Phase 1: Readiness and Preparedness

In Phase 1, CONFIRE's personnel prepare for a possible disruptive event requiring the relocation of operations to an alternate facility—identified as a continuity facility. Staff prepare for relocation by becoming familiar with the actions directed in this COOP and by practicing them through exercises and drills. Within this phase, key activities include:

- A risk analysis and vulnerability assessment
- Continuity plan development, review, and revision
- Tests, training, and exercises

During this phase, staff who will perform MEFs are collectively identified as the Continuity Management Group (CMG). CMG members receive specific COOP training and participate in exercises and drills to test their ability to perform MEFs from an alternate location.

Staff members who are not designated as members of the CMG also receive COOP training during this phase, so they understand their roles and responsibilities during a continuity event. Non-CMG members may be directed to work from home or may be called upon to serve in a CMG capacity.

See Appendix A for MEFs, dependencies, and RTOs.

See Appendix M for guidance on testing, training, and exercising.

See Appendix N for guidance on COOP maintenance.

See Appendix F for the CMG Roster.

Risk Analysis

Mitigation is an integral aspect of this phase, with activities directed toward impacting unavoidable hazards. The San Bernardino Hazard Mitigation Plan serves as the guiding document that priorities and steers EMS activities that CONFIRE may need to undertake.

The FEMA Continuity Guidance for Non-Federal Governments recommends a risk and vulnerability assessment of the organization and its essential functions to the identified hazards.

Creating viable options for managing risks and vulnerabilities is done by deciding on and implementing risk management strategies and actions. Continuity elements related to hazard risk and vulnerabilities include human capital, alternate facilities, interoperable communications equipment and systems, vital records and databases, and other vital equipment and systems.

The following figure shows the hazards that threaten San Bernardino County.

Figure 5: San Bernardino County Natural, Technological, and Human-Caused Hazards

Natural Hazards	Technological Hazards	Human-Caused Hazards
Earthquake	Hazardous Materials	Terrorism
Flooding	Transportation Accidents	Civil Disturbance
Land Slides	Building Collapse	Cyber Attacks
Wildfires	Large scale Fires	Public Health Emergencies

Vulnerability Assessment

A vulnerability assessment systematically reviews security weaknesses in an organization's infrastructure, system, processes, and policies. Its objective is identifying, quantifying, and prioritizing potential risks to the organization's operations and assets. Conducting vulnerability assessments as part of a continuity plan is to understand the organization's susceptibility to various threats and hazards. The organization can take proactive measures to mitigate risks and enhance its resilience to disruptions by identifying vulnerabilities.

Phase 2: Activation and Relocation

Phase 2 begins when a disruptive event requiring activation of the plan occurs. Immediately following a disruptive event, the Director, or designated successors, are authorized to activate the COOP. The COOP is activated when normal operations are interrupted for an extended period or an incident requiring relocation appears imminent.

See Appendix C for orders of succession.

CONFIRE's management or designated successors must assess the nature of the event and decide which response actions will be needed. Typically, these actions include the following:

Relocation to the Continuity Facility

If the primary facility is unusable, CMG members will be advised to conduct MEF from the continuity facility.

See Appendix H for continuity facilities.

Telework

Depending on the disruption event, some CMG members may be advised to work remotely and not report to the primary facility or the continuity facility.

Devolution

Devolution planning supports overall COOP preparation. It addresses catastrophic disasters and events that render CONFIRE management and staff unavailable or incapable of executing MEFs from either the function's primary or alternate location.

See Appendix E for devolution planning details.

Temporary Suspension of Operations

Depending on the nature of the disruption event and its severity, some operations may be suspended temporarily.

Depending on the nature of the disruptive event, it may be prudent to use a mixture of the previous four options to achieve optimal efficiency of MEFs.

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

- CMG members will depart to the continuity facility from the primary operating facility.
- At the time of notification, any available information regarding safety precautions and routes to use when leaving the primary operating facility will be provided.
- Non-CMG members present at the primary operating facility, or another location will receive instructions from management. In most cases, non-CMG members will be directed to proceed to their homes to wait for further updates and instructions.
- Non-CMG members may be required to replace or augment CMG personnel during activation.

The advance team will arrive first at the continuity facility to prepare the site for the arrival of CMG members. Upon arrival at the continuity facility, the advance team will accomplish the following:

- Ensure the infrastructure systems, such as power, heating, ventilation, and air conditioning are functional.
- Prepare check-in stations for arrival.
- Address telephone inquiries from staff.

As CMG members arrive, management will conduct in-processing to ensure accountability. CMG personnel will proceed as follows:

- Report immediately for check-in and in-processing.
- Receive all applicable instructions, updates, and equipment.
- Report to their respective workspaces.
- Retrieve pre-positioned information and activate specialized systems or equipment.
- Monitor the status of personnel and resources.

See Appendix F for CMG personnel.

Alert and Notification Procedures

CMG personnel are required to account for all personnel. CONFIRE will use the following tools to account for all personnel:

- Email
- Desktop phone
- Cell phone (personal or work)
- Call trees
- MS Team meetings/calls, phone, and chat
- Any program CONFIRE EMS uses to mass notify and account for its staff

See Appendix L for guidance on personnel.

Relocation Process

At the time of arrival at the continuity facility site, each department's lead individual should verify that everyone has relocated safely and move all essential records to a designated space at the continuity facility.

- A mobile recovery solution will be used if determined appropriate at the time of the disruptive event.

See Appendix I for information regarding logistical, resource, and infrastructural needs at continuity facilities.

See Appendix K for specifics on mission essential records and databases.

Phase 2 ends when the MEFs are being conducted at the continuity site(s). All members of CONFIRE must be notified of the disruptive event and appropriate response actions.

Phase 3: Continuity of Operations

CONFIRE will continue to operate at its primary operating facility until ordered to cease operations by the Director. At that time, mission essential functions will transfer to the continuity facility. Federal guidance recommends departments be operational 12 hours after a disruptive event and maintain operations for 30 days if the event lasts that long. However, given the resource limitations at the local level, these timeframes may not be feasible. CONFIRE will strive to meet COOP best practices by ensuring the continuity plan can be operational within 12 hours of plan activation. Phase 3 is established once staff arrives at the alternate site or adopts their identified continuity tasks.

After checking in at the continuity facility, continuity personnel will accomplish the following:

- Continue mission 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 the preferred contact methods and information.
- Assess COOP effectiveness and adjust the response accordingly.

See Appendix D for delegation of authority.
See Appendix J for continuity communications.
See Appendix G for a list of vendors.

- Phase 3 and Phase 4 may occur simultaneously.
- Phase 3 ends when the continuity site is closed, and CMG members have returned to the primary facility.

Figure 6: Phase 3 Positions and Responsibilities

Position	Responsibility
Advance Team	Arrives first at the continuity facility and prepares the facility for the arrival of CMG personnel.
Continuity Management Group (CMG)	Consists of personnel responsible for performing mission essential functions (MEFs) during a COOP activation.
Reconstitution Manager	Initiates and coordinates the operations to salvage, restore, and recover the primary operating facility or alternate operating facility if the primary facility is untenable.

Phase 4: Reconstitution Operations

Reconstitution is the process of planning for and/or implementing the restarting of defined business processes and operations following a disruption event.

- Within one day of activating the COOP, the Director or his or her designee will appoint a Reconstitution Manager. The Reconstitution Manager will initiate and coordinate operations to salvage, restore, and recover the primary operating facility.
- Reconstitution will commence when the Director ascertains that the disruptive event has ended and is unlikely to continue.
- The Director, in coordination with other applicable authorities, will execute one or a combination of the following options, depending on the situation:
 - Continue to operate from the continuity facility.
 - Reconstitute the primary operating facility and begin an orderly return to the facility.
 - Begin to establish operations at the original facility or a facility at another designated location.

Hot Wash

Within 72 hours of reconstitution, or as soon as possible, CONFIRE will schedule and conduct a facilitated debriefing “hot wash” with appropriate staff. A hot wash is an informal conversation where CMG members share their perspectives on lessons learned from the COOP event: what went wrong, what might have worked better, and what worked well. It is important to conduct the hot wash as soon as possible after the COOP event so all the events are still fresh in the minds of CMG members.

After-Action Report

Information and lessons learned from the hot wash will be documented in an after-action report (AAR) and incorporated into future planning. A copy of the AAR will be provided to the EMS Director.

For additional information on the hot wash and AAR, refer to chapters 5 and 6 of the Homeland Security Exercise and Evaluation Program: http://www.fema.gov/media-library-data/20130726-1914-25045-8890/hseep_apr13_.pdf.

Phase 4 ends with the delivery of the final AAR to the CONFIRE and EMS directors. At the end of Phase 4, CONFIRE will return to Phase 1: Readiness and Preparedness. Most aspects of Phase 4 and Phase 1 will occur simultaneously.

Appendix A: Mission Essential Functions and Dependencies

Figure 7: Mission Essential Functions and Dependencies

Mission Essential Function	Dependencies (Processes or Services that Support MEF)	Department Responsible for Dependency Process	Mandated Recovery Time Objective
Emergency BLS and ALS response	911 dispatch & Communication Center, CAD, and GIS, EMS Supplies, Fuel, and vehicle maintenance	Communications Division, MIS, Logistics, Fleet Management	A 0–2 Hours
Non-emergency interfacility and Critical Care transport	Communication center, CAD, and GIS, EMS Supplies, Fuel, and vehicle maintenance	Communications Division, MIS, Logistics, Fleet Management	B 0–24 Hours
EMS stand-by at events that pose an imminent danger of loss of life	911 dispatch & Communication Center, CAD, and GIS	Communications Division, MIS, Logistics	B 0–24 Hours
Organizational & Staff Support	Logistics, Human Resource functions, Vehicle repair and maintenance	Logistics, Human Resources, Fleet Management, Payroll management	B 0–24 Hours

Appendix B: Essential Records and Databases, Supplies, and Equipment

Figure 8: Essential Records and Databases, Supplies, and Equipment

Mission Essential Function	Essential Records and Databases	Supplies and Equipment	Min. # of Personnel to Conduct MEF
Emergency BLS and ALS response	PCRs, Narcotics Logs, Vehicle and Equipment Logs, Restock Logs, CAD	Transport Units, Medical Supplies, Computers, and Tablets for fieldwork.	Global Staff 468 for all three Divisions
Non-emergency interfacility and Critical Care transport	PCRs, Vehicle and Equipment Logs, Restock Logs, CAD	Transport Units, Medical Supplies, Computers, and Tablets for fieldwork.	Global Staff 468 for all three Divisions
EMS stand-by at events that pose an imminent danger of loss of life	PCRs, Vehicle and Equipment Logs, Restock Logs	Transport Units, Medical Supplies, Computers, and Tablets for fieldwork. Rehab supplies.	Global Staff 468 for all three Divisions
Organizational & Staff Support	Email, Microsoft Office Suite, CAD	Bulk Medical Supplies, Surge Supplies, Extra Monitors, Stretchers, Transport Units, Computers, and Tablets for inventory tracking and Burn rates.	5–15 people to support the three Divisions

Appendix C: Orders of Succession

Identify Successors to Key Continuity Positions

A comprehensive COOP always includes a succession and management component if key positions suddenly become vacant. Succession planning and management ensure the continued effective performance of CONFIRE by making provisions for replacing people in key positions.

Program Responsibility: Define each successor's program responsibility as either full or limited. If the successor's responsibility is limited, define those limits in the delegation of authority worksheet. Full and limited responsibilities are defined as follows:

- **Full Responsibility:** The successor will assume full responsibility for mission-essential function operations during a COOP event.
- **Limited Responsibility:** The successor will assume limited responsibility for mission-essential function operations during a COOP event.

Figure 9: Orders of Succession

Mission Essential Function	Key Positions	Successor 1 (By Position)	Successor 2 (By Position)	Program Responsibility (Full or Limited)
Emergency BLS and ALS response	EMS Director	Ambulance Operations Manager	Compliance Manager	FULL
Non-emergency interfacility and Critical Care transport	EMS Director	Ambulance Operations Manager	Compliance Manager	FULL
EMS stand-by at events that pose an imminent danger of loss of life	EMS Director	Ambulance Operations Manager	Compliance Manager	FULL
Organizational and staff support	EMS Director, CONFIRE Admin	Ambulance Operations Manager	Compliance Manager	FULL

Appendix D: Delegation of Authority

Identify the Breadth and Depth of Authority Granted to Successors

Two categories of authority should be addressed in a delegation of authority plan: emergency authority and administrative authority.

- Emergency Authority** refers to the ability to make decisions related to an emergency, such as deciding whether to activate the COOP, whether to evacuate a building or which personnel should report for their duties. In an emergency requiring COOP activation, COOP team members are often the natural choice or assuming emergency authority. However, COOP team members are not the only candidates for such authority.
- Administrative Authority** refers to the ability to make decisions that have effects beyond the duration of the emergency. Unlike emergency authority, administrative authority does not have a built-in expiration date. Such decisions involve policy determinations, including hiring and dismissing employees, allocating fiscal and non-monetary resources, etc. Statutory or constitutional law may limit the delegation of this kind of authority, and agency counsel may need to be consulted when determining this type of delegation of authority.

Figure 10: Delegation of Authority

Position	Type of Authority	Limitations
EMS Director	Emergency/Admin	None
Ambulance Operations Manager	Emergency/Admin	None
Compliance Manager	Emergency	Limited to immediate emergency decisions only during emergency
Safety Manager	Emergency	Limited to immediate emergency decisions only during emergency
Education/Training Manager	Emergency	Limited to immediate emergency decisions only during emergency
CQI Manager	Emergency	Limited to immediate emergency decisions only during emergency

Appendix E: Devolution of Control and Direction

Identify the Division/Agency to Whom the Mission's Essential Function will be Devolved

Devolution planning supports overall COOP preparation. It addresses catastrophic disasters and events that render CONFIRE's management and staff unavailable or incapable of executing mission essential functions (MEFs) from either the function's primary or alternate location.

Figure 11: Devolution of Control and Direction

Mission Essential Function	To Whom MEF Will Be Transferred	Roster of Trained Staff	Equipment, Supplies, Applications Needed	Procedures for Acquiring Supplies
Emergency BLS and ALS response	San Bernardino County Fire Protection District Also Mutual Aid from Riverside, Kern, Orange, Inyo, and Los Angeles Counties	Per San Bernardino County Fire Protection District and the Mutual Aid Counties	Medical supplies	Local stock, Surge supplies
Non-emergency interfacility and Critical Care transport	San Bernardino County Fire Protection District Also Mutual Aid from Riverside, Kern, Orange, Inyo, and Los Angeles Counties	Per San Bernardino County Fire Protection District and the Mutual Aid Counties	Medical supplies	Local stock, Surge supplies
EMS stand-by at events that pose an imminent danger of loss of life	San Bernardino County Fire Protection District Also Mutual Aid from Riverside, Kern, Orange, Inyo, and Los Angeles Counties	Per San Bernardino County Fire Protection District and the Mutual Aid Counties	Medical supplies	Local stock, Surge supplies
Organizational & Staff Support	San Bernardino County Fire Protection District Also Mutual Aid from Riverside, Kern, Orange, Inyo, and Los Angeles Counties	Per San Bernardino County Fire Protection District and the Mutual Aid Counties	Medical supplies	Local stock, Surge supplies

Appendix F: Continuity Management Group (CMG) Personnel

Identify Essential Personnel or Teams

Based on CONFIRE's list of mission essential functions, decisions can be made regarding the staff required to perform those functions during a disruptive event. A COOP should include a roster of fully equipped and trained personnel who can perform essential functions and activities.

Figure 12: Continuity Management Group (CMG) Personnel

Team Member	Title/Position	COOP Role	Contact Telephone Numbers			
			Work	Home	Cell	Other (Spouse)
Art Andres	Ambulance Operations Manager	Staffing/relocation of equipment/ reporting to the Director				
Jonathan Rios	Safety Manager	Safety of location/ OSHA guidelines				
Blessing Ugbo	MIS Manager	Setting up information systems				
Sparkle Williamson	Logistics Manager	All Logistical needs				
Damian Parsons	Fiscal/Budget/ Contract Manager	Budget/ expenditures/ contract negotiations				
Josh Candelaria	PIO	Internal and external communications				

Appendix G: Partner Agency and Vendor Contact List

Figure 13: Vendor Contract List

Vendor	Telephone Number	Contact	Equipment or Service
U.S. Army Corps of Engineers- Los Angeles District	(213) 452-3333		Army Corps of Engineers
San Bernardino County Behavior Health	(888) 743-1478		Behavioral Health
District 8 – San Bernardino / Riverside	(909) 383-4631		Cal Trans
City of Adelanto	(760) 246-2300		City/Town Governments
Town of Apple Valley	(760) 240-7000		City/Town Governments
City of Chino	(909) 334-3250		City/Town Governments
City of Chino Hills	(909) 364-2600		City/Town Governments
City of Colton	(909) 370-5099		City/Town Governments
City of Fontana	(909) 350-7600		City/Town Governments
City of Grand Terrace	(909) 954-5200		City/Town Governments
City of Highland	(909) 864-6861		City/Town Governments
City of Loma Linda	(909) 799-2800		City/Town Governments
City of Montclair	(909) 626-8571		City/Town Governments
City of Ontario	(909) 395-2000		City/Town Governments
City of Rancho Cucamonga	(909) 477-2700		City/Town Governments
City of Redlands	(909) 798-7555		City/Town Governments
City of Rialto	(909) 820-2525		City/Town Governments
City of San Bernardino	(909) 384-7272		City/Town Governments
City of Upland	(909) 931-4100		City/Town Governments

Vendor	Telephone Number	Contact	Equipment or Service
City of Victorville	(760) 955-5000		City/Town Governments
City of Yucaipa	(909) 797-2489		City/Town Governments
County of San Bernardino	(888) 818-8988		County Government
Southern California Edison	(800) 655-4555		Electrical Utility Provider
San Bernardino County Office of Emergency Services	(909) 356-3998		Emergency Management Coordination – San Bernardino County
Apple Valley Fire Protection District	(760) 247-7618		Fire Department
Chino Valley Independent Fire District	(909) 902-5260		Fire Department
Colton Fire Department	(909) 370-5100		Fire Department
Loma Linda Fire Department	(909) 799-2850		Fire Department
Montclair Fire Department	(909) 447-3500		Fire Department
Ontario Fire Department	(909) 395-2000		Fire Department
Rancho Cucamonga Fire District	(909) 477-2770		Fire Department
Redlands Fire Department	(909) 798-7600		Fire Department
Rialto Fire Department	(909) 820-2501		Fire Department
San Bernardino County Certified Unified Program Agency (CUPA) Hazardous Materials	(909) 386-8401		Hazardous Materials
Apple Valley Police Department	(760) 240-7400		Law Enforcement
Chino Police Department	(909) 334-3000		Law Enforcement
Colton Police Department	(909) 370-5000		Law Enforcement
Fontana Police Department	(909) 350-7740		Law Enforcement
Loma Linda Police Department	(909) 387-8313		Law Enforcement
Montclair Police Department	(909) 448-3600		Law Enforcement
Ontario Police Department	(909) 395-2001		Law Enforcement

Vendor	Telephone Number	Contact	Equipment or Service
Rancho Cucamonga Police Department	(909) 477-2800		Law Enforcement
Redlands Police Department	(909) 798-7681		Law Enforcement
Rialto Police Department	(909) 820-2550		Law Enforcement
San Bernardino Police Department	(909) 384-5742		Law Enforcement
San Bernardino County Sheriff's Department	(909) 884-0156		Law Enforcement
Upland Police Department	(909) 931-7624		Law Enforcement
Victorville Police Department	(760)241-2911		Law Enforcement
Yucaipa Police Department	(909) 918-2305		Law Enforcement
Inland Counties Emergency Medical Agency (ICEMA)	(909) 388-5823		Local Emergency Medical Agency
Pacific Gas and Electric	(800) 743-5000		Natural Gas Provider
Southwest Gas	(877) 860-6020		Natural Gas Provider
So Cal Gas	(800) 427-2200		Natural Gas Provider
San Bernardino County Public Health	(800) 782-4264		Public Health
Omnitrans	(800) 966-6428		Public Transportation
Victor Valley Transit Authority	(760) 948-3030		Public Transportation
City of Adelanto	(442) 249-1171		Public Works
Town of Apple Valley	(760) 240-7000		Public Works
City of Chino	(909) 334-3265		Public Works
City of Chino Hills	(909) 364-2800		Public Works
City of Colton	(909) 370-5065		Public Works
City of Fontana	(909) 350-6760		Public Works
City of Grand Terrace	(909) 954-5192		Public Works

Vendor	Telephone Number	Contact	Equipment or Service
City of Highland	(909) 864-6861		Public Works
City of Loma Linda	(909) 799-2800		Public Works
City of Loma Linda	(909) 625-9478		Public Works
City of Ontario	(909) 395-2800		Public Works
City of Rancho Cucamonga	(909) 477-2730		Public Works
City of Redlands	(909) 798-7698		Public Works
City of Rialto	(909) 820-2602		Public Works
City of San Bernardino	(909) 384-5140		Public Works
City of Upland	(909) 931-2930		Public Works
City of Victorville	(760) 241-6365		Public Works
City of Yucaipa	(909) 797-2489		Public Works
County of San Bernardino	(909) 387-7910		Public Works
Union Pacific	(888) 870-8777		Railroad
BNSF	(909) 386-4140		Railroad
Metrolink	(866) 640-5190		Railroad
San Manuel Band of Mission Indians	(909) 864-8933		Tribal Governments
Burrtec Waste- West End Inland Empire	(909) 987-3717		Waste Removal
Burrtec Waste- Rialto	(951) 786-0639		Waste Removal
Burrtec Waste- San Bernardino City	(909) 804-4222		Waste Removal
Burrtec Waste- San Bernardino County	(909) 889-1969		Waste Removal
Burrtec Waste- High Desert	(760) 245-8607		Waste Removal
Waste Management- Chino	(800) 423-9986		Waste Removal
CR&R- Colton & Loma Linda	(909) 370-3377		Waste Removal

Vendor	Telephone Number	Contact	Equipment or Service
City of Ontario	(909) 395-2050		Waste Removal
City of Redlands	(909) 798-7529		Waste Removal
Adelanto Water Department	(760) 246-2300		Water Service Provider
Apple Valley Foothill County Water District (APP)	(760) 247-1101		Water Service Provider
Apple Valley Heights Water Districts (APP)	(760) 247-7330		Water Service Provider
City of Chino	(909) 334-3264		Water Service Provider
City of Chino Hills	(909) 364-2660		Water Service Provider
City of Colton	(909) 370-6131		Water Service Provider
City of Loma Linda	(909) 799-2845		Water Service Provider
City of Ontario	(909) 395-2050		Water Service Provider
City of Redlands	(909) 798-7516		Water Service Provider
City of Upland	(909) 291-2930		Water Service Provider
Cucamonga Valley Water District (RCF)	(855) 654-2893		Water Service Provider
East Valley Water District (Highland)	(909) 889-9501		Water Service Provider
Fontana Water Company	(909) 822-2201		Water Service Provider
Golden State Water (APP)	(800) 999-4033		Water Service Provider
Juniper Riviera County Water District (APP)	(760) 247-9818		Water Service Provider
Liberty Utilities (APP)	(760) 247-6484		Water Service Provider
Mariana Ranchos Water Districts (APP)	(760) 247-9405		Water Service Provider
Marygold Water Service Area (Fontana)	(909) 875-1804		Water Service Provider
Monte Vista Water District (CHO, OTO, MNT)	(909) 624-0035		Water Service Provider
Rialto Water Services	(909) 820-2546		Water Service Provider
Riverside Highland Water Company (Grd Ter)	(909) 825-4128		Water Service Provider

Vendor	Telephone Number	Contact	Equipment or Service
San Bernardino Municipal Water Department	(909) 384-5095		Water Service Provider
Thunderbird County Water District (APP)	(760) 247-2503		Water Service Provider
Victorville Water District	(760) 955-5001		Water Service Provider
West Valley Water District	(909) 875-1804		Water Service Provider
Yucaipa Valley Water District	(909) 797-5117		Water Service Provider
National Weather Service – San Diego weather.gov/sgx	(858) 675-8700		Weather Information

Appendix H: Continuity Facilities

A critical element in continuity of operations planning is the identification and preparation of facilities that can be used to accomplish mission-essential functions if CONFIRE's facilities are unusable.

CONFIRE should not limit itself to one alternative work site. Several should be chosen. For instance, CONFIRE can have one alternate site available for lower-level and short-term operations and a larger and more equipped site for higher-level emergencies.

CONFIRE currently operates out of the following fire departments or cities that are part of the CONFIRE EMS Division:

- Apple Valley Fire Protection District
- Chino Valley Independent Fire District
- Colton Fire Department
- Loma Linda Fire Department
- Montclair Fire Department
- Ontario Fire Department
- Rancho Cucamonga Fire District
- Redlands Fire Department
- Rialto Fire Department
- San Bernardino County Fire District
- Victorville Fire Department
- City of Yucaipa

The following will be used as Continuity Facilities:

- Main Headquarters (DOC) 300E. State Street, Suite 300, Redlands, CA
- East Valley Operations Center 195 N. Del Rosa Drive, San Bernardino, CA
- West Valley Operations Center 8055 Klusman Road, Rancho Cucamonga CA
- High Desert Operations Center 14800 Seventh Street, Victorville, CA

In the event of a loss of an EMS facility, CONFIRE EMS will move operations to the next closest station in that geographic area.

Appendix I: Relocation Process

The following is a list of logistical, resource, and infrastructural needs that will be required at the continuity facility in the event CONFIRE has to relocate during a continuity event.

Figure 14: Relocation Process

Continuity Facility	Logistical Supports Required	Continuity Facility Resources and Infrastructure Required	Special Notes
Main Headquarters (DOC)	Setup additional workstations, move equipment	Additional workstations for staff, additional space to house EMS units, access to shore power for ambulances	Leadership will determine the continuity location best suited based on the event
East Valley Operations Center	Setup additional workstations, move equipment	Additional workstations for staff, additional space to house EMS units, access to shore power for ambulances	Leadership will determine the continuity location best suited based on the event
West Valley Operations Center	Setup additional workstations, move equipment	Additional workstations for staff, additional space to house EMS units, access to shore power for ambulances	Leadership will determine the continuity location best suited based on the event
High Desert Operations Center	Setup additional workstations, move equipment	Additional workstations for staff, additional space to house EMS units, access to shore power for ambulances	Leadership will determine the continuity location best suited based on the event

Appendix J: Continuity Communications

Identify Alternate Methods of Communicating

The communications component of a COOP requires well-defined chains of communication with alternative means of communicating, should the primary chain of communication not be functioning.

Figure 15: Continuity Communications

Communication System	Current Provider	Alternative Provider	Alternative Mode 1
Facebook	Meta Platforms	Hootsuite	Twitter
Instagram	Meta Platforms	Hootsuite	Facebook
Twitter	Twitter, Inc.	Hootsuite	Facebook
Hootsuite			
LinkedIn	Microsoft Corporation/LinkedIn Corporation	Hootsuite	Facebook
Mailchimp	Mailchimp/Intuit		
Internet		Cellular	
Internet Address	Hosted By		
Landline		Cellular	
Microsoft Teams	Microsoft Corporation	Zoom	Google Meet
NextDoor	NextDoor Holdings, Inc.		Facebook
Website	Run by: Hosted by:	Mailchimp	Facebook
YouTube	YouTube/Google		Facebook

Appendix K: Essential Records and Databases

Identify Key Records and Databases

A COOP should account for identifying and protecting essential records, systems, data management software, and equipment (including classified or sensitive data) that are needed to perform mission essential functions (MEFs) and reconstitute normal operations following a disruption event. To the greatest extent possible, CONFIRE should back up electronic files, pre-position duplicate essential records at a separate facility, and update crucial records regularly.

Figure 16: Essential Records and Databases

Mission Essential Function	Essential Record/Database	Form of Infr Record (e.g., hard copy, electronic)	Pre-Positioned at Continuity Facility	Hand-Carried to Continuity Facility	Storage Location(s)
Emergency BLS and ALS response	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed
Non-emergency interfacility and Critical Care transport	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed
EMS stand-by at events that pose an imminent danger of loss of life	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed
Organizational and staff support	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed

Appendix L: Human Resources

During a COOP event, the Director in coordination with Human Resources will make determinations of pay, benefits, flexibility, and overtime for Continuity Management Group (CMG) and non-CMG employees on a case-by-case basis following policy and collective bargaining agreements.

During a COOP activation, senior leadership may choose to assign staff to various teams, as deemed necessary, to facilitate the continuation of departmental mission essential functions.

CONFIRE needs to assist employees in preparing their families for a disruptive event. Employees who have prepared their families to be self-sufficient during a disruptive event are more likely, and more prepared, to assist in supporting mission essential functions. Good resources for helping employees prepare for disruption events include www.ready.gov and www.redcross.org.

Appendix M: Testing, Training, and Exercising (TTE)

Training Plan

Training should take place annually with the Continuity Management Group (CMG) personnel (see Appendix F: Continuity Management Group (CMG) Personnel) and staff in charge of departments, in conjunction with Emergency Services. This training will concentrate on getting everyone familiar with the plan and all tasks for which management on duty at the time of COOP activation would be responsible. The training would also include detailed information with a contact list of who needs to be notified, how to execute the COOP, what materials are to be taken, and how and where to go during a disruption event.

Testing and Exercising the Plan

Testing and exercising will take place on an annual basis to check staff and equipment capabilities.

Appendix N: Plan Maintenance

The Director will ensure this plan is updated and maintained.

This plan is to be reviewed and updated after every continuity event, exercise, or, at a minimum, annually. Two appendices, Appendix F: CMG and Appendix G: Vendor Contact List, should be updated twice a year.

After each update, CONFIRE EMS will provide an updated copy of the COOP to the CONFIRE Director.

All notes, changes, or updates are to be attached to this document after every test or exercise to support changes made to the plan.

Appendix O: Glossary of Terms

Activation: The implementation of continuity of operations (COOP) capabilities, procedures, activities, and plans in response to a disruption event.

Backup (Data): A process by which data, electronic or paper-based, is copied in some form so as to be available and used if the original data is lost, destroyed, or corrupted.

Backup Generator: An independent source of power, usually fueled by diesel or natural gas.

Business Continuity: The ability of a department to ensure continuity of service and support for its customers and to maintain its viability before, after, and during an event.

Business Continuity Planning (BCP): The process of developing advance arrangements and procedures that enable a department to respond to an event in such a manner that critical business functions continue with planned levels of interruption or essential change. Related terms: *Contingency Planning, Disaster Recovery Planning, Business Resumption Planning, Continuity Planning*

Business Continuity Strategy: An approach by a department that will ensure its recovery and continuity in the face of a disaster or other major outage. Plans and methodologies are determined by the department's strategy. There may be more than one solution to fulfill a department's strategy. Examples: internal or external hot site or cold site, alternate work area, reciprocal agreement, mobile recovery, quick ship/drop ship, consortium-based solutions, etc.

Business Impact Analysis (BIA): A process designed to prioritize business functions by assessing the potential quantitative (financial) and qualitative (non-financial) impact that might result if a department was to experience a business continuity event.

Business Interruption: Any event, whether anticipated (e.g., public service strike) or unanticipated (e.g., blackout), that disrupts the normal course of business operations at a department's location. Related terms: *Outage, Service Interruption, Business Interruption Costs, Business Interruption Insurance*

Business Recovery Timeline: The chronological sequence of recovery activities or critical paths that must be followed to resume an acceptable level of operations following a business interruption. This timeline may range from minutes to weeks, depending upon the recovery requirements and methodology.

Call Tree: A document that graphically depicts the calling responsibilities and the calling order used to contact management, employees, customers, vendors, and other key contacts in the event of an emergency, disaster, or severe outage situation.

Cold Site: A continuity facility that already has the environmental infrastructure in place that is required to recover critical business functions or information systems but does not have any pre-installed computer hardware, telecommunications equipment, communication lines, etc. These must be provided at the time of a disaster. Related terms: *Alternate Site, Hot Site, Interim Site, Internal Hot Site, Recovery Site, Warm Site*

Contingency Plan: A plan used by a department or business unit to respond to a specific systems failure or disruption of operations. A contingency plan may use any number of resources, including workaround procedures, an alternate work area, a reciprocal agreement, or replacement resources.

Continuity Facility: An alternate operating location to be used for business functions when the primary facilities are inaccessible. 1) Another location, computer center, or work area designated for recovery. 2) A location, other than the main facility, that can be used to conduct business functions. 3) A location, other than the normal facility, used to process data and/or conduct critical business functions in the event of a disaster. Related terms: *Cold Site, Hot Site, Interim Site, Internal Hot Site, Recovery Site, Warm Site*

Continuity Management Group (CMG): Teams of individuals who have been trained to deploy to a continuity facility to continue essential functions.

Continuity of Operations Plan: A COOP provides guidance on the system restoration for emergencies, disasters, and mobilization, and for maintaining a state of readiness to provide the necessary level of information processing support commensurate with the mission requirements/priorities identified by the respective functional proponent. The Federal Government and its supporting agencies traditionally use this term to describe activities otherwise known as Disaster Recovery, Business Continuity, Business Resumption, or Contingency Planning.

Crisis: A critical event that, if not handled in an appropriate manner, may dramatically impact a department's profitability, reputation, or ability to operate; or, an occurrence and/or perception that threatens the operations, staff, shareholder value, stakeholders, brand, reputation, trust, and/or strategic/business goals of a department.

Critical Functions: Business activities or information that could not be interrupted or unavailable for several business days without significantly jeopardizing the operation of the organization.

Critical Infrastructure: Systems whose incapacity or destruction would have a debilitating impact on the economic security of an organization, community, nation, etc.

Critical Records: Records or documents that, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense.

Damage Assessment: The process of assessing damage, following a disaster, to computer hardware, essential records, office facilities, etc., and determining what can be salvaged or restored and what must be replaced.

Data Backup Strategies: Those actions and backup processes determined by a department to be necessary to meet its data recovery and restoration objectives. Data backup strategies will determine the timeframes, technologies, media, and offsite storage of the backups, and will ensure that recovery point and time objectives can be met.

Data Backups: The backup of system, application, program, and/or production files to media that can be stored both onsite and/or offsite. Data backups can be used to restore corrupted or lost data or to recover entire systems and databases in the event of a disaster. Data backups should be considered confidential and should be kept secure from physical damage and theft.

Data Recovery: The restoration of computer files from backup media to restore programs and production data to the state that existed at the time of the last safe backup.

Database Replication: The partial or full duplication of data from a source database to one or more destination databases. Replication may use any number of methodologies, including mirroring or shadowing, and may be performed synchronous, asynchronous, or point-in-time depending on the technologies used, recovery point requirements, distance and connectivity to the source database, etc. Replication can, if performed remotely, function as a backup for disasters and other major outages. Related terms: *File Shadowing*, *Disk Mirroring*

Declaration: A formal announcement by pre-authorized personnel that a disaster or severe outage is predicted or has occurred and that triggers pre-arranged mitigating actions (e.g., a move to a continuity site). Related term: *Invocation*

Dependency: The reliance, directly or indirectly, of one activity or process upon another.

Devolution: Delegation of authority or duties to a subordinate or substitute in the event of the total dismantlement of an organization and loss of personnel.

Disaster: A sudden, unplanned, calamitous event causing great damage or loss as defined or determined by a risk assessment and Business Impact Analysis. Any event that creates an inability on a department's part to provide critical business functions for one predetermined period of time. Related terms: *Business Interruption, Outage, Catastrophe*

Disaster Recovery Plan: The management-approved document that defines the resources, actions, tasks, and data required to manage the recovery effort. Usually refers to the technology recovery effort. This is a component of the Business Continuity Management Program.

Disaster Recovery Planning: The technological aspect of business continuity planning. The planning and preparation that is necessary to minimize loss and ensure continuity of the critical business functions of a department in the event of a disaster. Related terms: *Contingency Planning, Business Resumption Planning, Corporate Contingency Planning, Business Interruption Planning, Disaster Preparedness*

Disruption Event: Any event, whether manmade or natural, that disrupts the ability of an organization to conduct its essential functions.

Emergency: An unexpected or impending situation that may cause injury, loss of life, destruction of property, or that may cause the interference, loss, or disruption of a department's normal business operations to such an extent that it poses a threat.

Essential Record: A record that must be preserved and available for retrieval if needed.

Event: Any occurrence that may lead to a business continuity incident.

Executive/Management Succession: A predetermined plan for ensuring the continuity of authority, decision making, and communication in the event that key members of senior management suddenly become incapacitated, or in the event that a crisis occurs while key members of senior management are unavailable.

Exercise: A people-focused activity designed to execute business continuity plans and evaluate the individual and/or department performance against approved standards or objectives. Exercises can be announced or unannounced and are performed for the purpose of training and conditioning team members and validating the business continuity plan. Exercise results identify plan gaps and limitations and are used to improve and revise the business continuity plans. Types of exercises include Tabletop Exercise, Simulation Exercise, Functional Exercise, Operational Exercise, Mock Disaster, Desktop Exercise, and Full-scale Exercise.

Hot Site: A continuity facility that already has the computer, telecommunication, and environmental infrastructure in place that is required to recover mission essential functions (MEFs) immediately upon COOP activation. Related Terms: *Alternate Site, Cold Site, Warm Site*

Incident: An event that is not part of a standard operating business, may impact or interrupt services, and, in some cases, may lead to disaster. Related terms: *Crisis, Event*

Manual Procedures: An alternative method of working following a loss of IT systems. As working practices rely more and more on computerized activities, the ability of a department to fall back on manual alternatives decreases. However, temporary measures and methods of working can help mitigate the impact of a business continuity event and give staff a feeling of being productive.

Mission-critical Application: An application that is essential to the department's ability to perform necessary business functions. Loss of the mission-critical application would have a negative impact on the business, as well as legal or regulatory impacts.

Offsite Storage: Any place physically located a significant distance away from the primary site where duplicated equipment and essential records (hard or electronic copies) may be stored for use during recovery.

Plan Maintenance: The management process of keeping a department's business continuity management plans current and effective. Maintenance procedures are a part of the process of reviewing and updating the business continuity plans on a defined schedule.

Reciprocal Agreement: An agreement between two departments (or two internal business groups) with similar equipment/environment that allows each one to recover at the other's location.

Reconstitution: The process of planning for and/or implementing the restarting of defined business processes and operations following a disaster. This process commonly addresses the most critical business functions within Business Impact Analysis-specified timeframes.

Recovery: Implementing the prioritized actions required to return the processes and support functions to operational stability following an interruption or disaster.

Recovery Point Objective (RPO): From a business perspective, RPO is the maximum amount of data loss the business can incur in an event; the targeted point in time in which systems and data must be recovered after an outage, as determined by the business unit.

Recovery Time Objective (RTO): The period of time within which systems, applications, or functions must be recovered after an outage (e.g., one business day). RTOs are often used as the basis for the development of recovery strategies and as a determinant for implementing the recovery strategies during a disaster situation. Related term: *Maximum Allowable Downtime*

Resilience: The ability of a department to absorb the impact of a business interruption while continuing to provide a minimum acceptable level of service.

Response: The reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required. In addition to addressing matters of life safety and evacuation, response also addresses the policies, procedures, and actions to be followed in the event of an emergency. Related terms: *Emergency Response, Disaster Response, Immediate Response, Damage Assessment*

Restoration: The process of planning for and/or implementing procedures for the repair of hardware, relocation of the primary site and its contents, and return to normal operations at the permanent operational location.

Risk: The potential for exposure to loss. Risks, either man-made or natural, are constant. The potential is usually measured by its probability in years.

Simulation Exercise: One method of exercising teams in which participants perform some or all of the actions they would perform in the event of plan activation. Simulation exercises, which may involve one or more teams, are performed under conditions that at least partially simulate "disaster mode." They may or may not be performed at the designated alternate location, and they typically use only a partial recovery configuration.

Single Point of Failure (SPOF): A unique pathway or source of a service, activity, and/or process. Typically, there is no alternative, and a loss of that element could lead to a failure of a critical function.

Stand Down: A formal notification that the response to a business continuity event is no longer required or has been concluded.

Supply Chain: All suppliers, manufacturing facilities, distribution centers, warehouses, customers, raw materials, work-in-process inventory, finished goods, and all related information and resources involved in meeting customer and departmental requirements.

Tabletop Exercise: One method of exercising teams in which participants review and discuss the actions they would take per their plans, but in which they do not perform any of these actions. The exercise can be conducted with a single team or multiple teams, typically under the guidance of exercise facilitators.

Test: A pass/fail evaluation of infrastructure (e.g., computers, cabling, devices, hardware) and/or physical plant infrastructure (e.g., building systems, generators, utilities) to demonstrate the anticipated operation of the components and system. Tests are often performed as part of normal operations and maintenance. Tests are often included within exercises. Related term: *Exercise*

Threat: A combination of the risk, the consequence of that risk, and the likelihood that the negative event will take place. (Example threats: natural, man-made, technological, and political disasters). Related term: *Risk*

Uninterruptible Power Supply (UPS): A backup power supply that provides continuous power to critical equipment if commercial power is lost.

Warm Site: An alternate processing site that is equipped with hardware, communications interfaces, power, and environmental conditioning capable of providing backup after additional provisioning, customization, or data restoration.

Workaround Procedures: Interim procedures that may be used by a business unit to enable it to continue to perform its critical functions during temporary unavailability of specific application systems, electronic or hard copy data, voice or data communication systems, specialized equipment, office facilities, personnel, or external services. Related term: *Interim Contingencies*

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References

Below is a list of authorities and references applicable to the Authority and this Plan:

- DHS Federal Continuity Directives (FCDs) 1 and 2, January 2017
- Continuity Guidance Circulars (CGC), February 2018
- National Incident Management System (NIMS), DHS, October 2017
- CPG 101, version 3.0, September 2021
- International Organization for Standardization (ISO) 22301
- National Fire Protection Association (NFPA) 1600
- PPD-21; Critical Infrastructure Security and Resilience, February 12, 2013
- PPD-40, National Continuity Policy, July 15, 2016
- Federal Continuity Directive 1, January 17, 2017

All the above-listed authorities and references have been checked against this plan for consistency based on versions approved by their respective governing body as of the approval date of this plan.