



Continuity of Operations Plan (COOP)

County of Santa Barbara

Behavioral Wellness

Department



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I. EXECUTIVE SUMMARY

This Continuity of Operations Plan (COOP) was designed for the County of Santa Barbara (County), which consists of approximately 23 departments and includes approximately 4,000 employees.

The County has an Emergency Operations Plan (EOP) that is used to prepare for, respond to, and recover from major disasters. This COOP is an additional document designed to help the County effectively resume day-to-day core services and functions following such a disaster.

This COOP documents the procedures for the Department of Behavioral Wellness. It will enable the Department to resume all essential functions within 12 hours of an emergency, with or without advance warning, and to sustain continuous operations for up to 30 days.

This Continuity of Operations Plan:

1. Delineates Essential Functions and Activities
2. Delegates Authority
3. Establishes Orders of Succession
4. Identifies Requirements for Interoperable Communications
5. Identifies Vital Records and Databases
6. Identifies Alternate Facilities
7. Outlines Tests, Training, and Exercises for COOP Capabilities
8. Identifies COOP Maintenance Requirements and Responsibilities
9. Contains Operational Checklists



II. INTRODUCTION

Local governments today face challenges unlike any that have been seen before. In addition to terrorism, disasters from many causes are on the rise, not only in frequency, but also in severity. Recent examples include Santa Barbara's Zaca and Gap Fires in 2007 and 2008, the Santa Barbara Jesusita Fire in 2009 and the Ventura County La Conchita Landslide in 2005 which affected the tri-county area, as well as Hurricane Katrina, one of the worst natural disasters in U.S. History (August 2005). The New York City Power Outage of 2003 resulted in the largest power outage in over 30 years; its effects were felt for several days as far as Ohio, Connecticut, and Canada. Additionally, the terrorist attacks on September 11, 2001 falls into a category of unprecedented events from which our country is still recovering. Finally, wildland fires, earthquakes, transportation accidents and strikes, computer viruses, and technology failures have wreaked havoc and caused major disruptions to both public and private operations throughout the nation in recent years.

The County of Santa Barbara is vulnerable to a host of hazards, including earthquakes, wildfire, coastal and interior flooding, mudslides, dam failure, radiation exposure and contamination, hazardous materials spills or releases, drought, civil unrest, terrorism, and disease pandemics.

Continuity of Operations Planning is part of the fundamental mission of local governments as responsible and reliable public institutions. The changing threat environment and recent events both here and abroad have shifted awareness to the need for COOP capabilities that enable local governments to continue their essential functions across a broad spectrum of emergencies.



III. PURPOSE

The purpose of this document is to ensure that the capability exists to continue essential government functions in the event of an emergency and to reduce the consequences of a disaster to an acceptable level. The objectives of the County's Business Continuity Program include:

1. Ensuring the continuous performance of a department's essential functions / operations during an emergency
2. Protecting essential facilities, equipment, records, and other assets
3. Reducing or mitigating disruptions to operations
4. Reducing loss of life, minimizing damage and losses
5. Achieving a timely and orderly recovery from an emergency and resumption of full service to customers

Although when and how a disaster will occur is unknown, the fact that future disasters will happen is certain. How well a COOP is designed and implemented will determine response, resumption, recovery, and restoration.



IV. APPLICABILITY & SCOPE

In accordance with federal, State, and local laws, plans, and administrative guidance to prepare an enterprise-wide COOP, all government entities must be prepared to respond to emergencies and disasters even when their facilities, vehicles, personnel, and political / decision-making authorities are affected. The County of Santa Barbara has elected to use FEMA's Interim Guidance on Continuity of Operations Planning for State and Local Governments as the basis for the development of the COOP. The County of Santa Barbara COOP Worksheet may be used when completing the COOP. This worksheet can be found on the County's INTRANet site.

Sources:

- Interim Guidance on Continuity of Operations Planning for State and Local Governments, May 2004
- Federal Preparedness Circular 65, Federal Executive Branch Business Continuity
- Federal Preparedness Circular 66, Test, Training and Exercise Program for COOP
- Federal Preparedness Circular 67, Acquisition of Alternate Facilities for Continuity of Government
- California Emergency Plan by the Emergency Services Act. (Gov. Code § 8560)
- Health Insurance Portability and Accountability Act of 1996 (HIPAA), 45CFR Parts 160, 162, 164



V. AUTHORITIES & REFERENCES

Below is a list of Authorities & References specific to the County of Santa Barbara. For more detailed information, including location of original sources, links, etc. refer to **Annex A**.

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- **(needs list of Authorities & References)**



VI. PLANNING BASIS

A. ESSENTIAL FUNCTIONS

Essential functions are defined as those functions, stated or implied, that County departments are required to perform by statute, executive order, or County policy and are necessary to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial / economic base in an emergency.

Table 1 provides a comprehensive list of all functions performed by the Department of Behavioral Wellness. In addition, each function has been noted as an essential or non-essential function based on the definition provided above. Any dependencies with or upon another department are noted in the last column.

INSTRUCTIONS: Complete the table below by listing all functions performed by your department. In addition, evaluate each function as essential and designate with a Y / N notation. Note the reason why the function is essential and list any dependencies with or upon another department that may be required to fulfill the function.



Table 1: Department Functions

Division / Section / Region	All Functions	Essential Function (Y/N)	Reason Function is Essential	Department Dependency
PHF	Inpatient Mental Health Services	Y	Mandate	General Services, Contract providers (food and cleaning)
Crisis Stabilization Unit (CSU)	Crisis Stabilization	Y	No	General Services, Contract providers (food and cleaning)
Adult Clinics/ACT/SHS	Outpatient Mental Health Services	Y	Mandate	N
Children's Clinics/ACT/SHS	Outpatient Mental Health Services	Y	Mandate	N
Crisis Residential	Crisis Residential Mental Health Services	Y	No	N



Intensive Residential Programs	Mental Health Services, contract with agencies for residential living for clients	Y	Assure safety of individuals living in residential settings. Coordinate evacuation if necessary.	Phoenix of Santa Barbara
Patient's Rights	Patient's Rights Advocate for the County	Y	Hearings at the PHF	N
Mobile Crisis/Triage	Crisis Response and Evaluation	Y	Mandate	N
Forensic Mental Health	1. MH in the Juvenile Hall 2. MH at LPBA 3. RISE 4. Forensic Outpatient	N	MOU with Probation for JJMH	Probation
Contracts		N		N
Fiscal	Accounts Payable	Y	Must be able to purchase necessary supplies during disaster and track costs	Auditor Controller and Purchasing



Fiscal	Accounts Receivables	N		N
Fiscal	Cost Reporting	N		N
Fiscal	Contract Monitoring	N		N
Human Resources	Payroll Processing & Personnel Changes	Y	Timely issuance of paychecks for County Employees	County CEO, HR, Auditor/Controller
Human Resources	Worker's Comp	Y	Benefit for Employees injured at work	Corvel
Human Resources	Leaves, SDI/FMLA	Y	Benefit for Employees	County CEO, HR, Auditor/Controller
Human Resources	Personnel Matters	Y	Manage Liability	County CEO, HR, Employee Relations, County Counsel
Human Resources	Staffing Needs for Essential Program Operations	Y	Mandated Staffing levels	County HR, Maxim/MDA



Human Resources	Credentialing license	Y	Staff must have current licensure	Websites
Facilities	Transportation Needs/Vehicles	Y	Client services	N
Facilities	Moving/Set up of Alternate Sites	Y	Necessary if alternative sites are activated	N
Facilities	Coordinate with IT, PC's & Office equipment	Y	Necessary if alternative sites are activated	N
Facilities	Provide staff with essentials to conduct services	Y	Client services	N



Table 2 provides a list of those essential functions and their priority ranking as well as critical time of delivery / completion.

INSTRUCTIONS: Review **Table 1** above for all of the functions identified as essential (noted as ‘Y’). Rank the priority of these functions and assign the time critical to each of these functions in the table below. Critical Time refers to the amount of time a particular function can be suspended before it adversely affects the Department’s core mission.

Table 2: Essential Functions Ranking

Priority	Essential Function	Critical Time
1	PHF	Can not be suspended
2	Mobile Crisis Response	Can not be suspended
3	Adult and Child Clinics/SHS/ACT	Adults/SHS – 1-2 days ACT – 24 hours Children’s – 4-5 days
4	CSU	24 hours
5	Crisis Residential Homes	24 hours
6	Intensive Residential Programs	Responsible for evacuation of clients if necessary. These facilities are



		independently operated and licensed and each have their own independent evacuation plans per their licensure requirements.
7	Juvenile Justice Mental Health Hall and Camp	Dependent upon Probation mandate Hall – likely 1-2 days Camp – likely 5-7 days
8	Accounts Payable	1-2 days
9	Payroll processing and Personnel Changes	Can not be suspended
10	Process Worker's comp Claims	24 hours
11	Personnel Matters (sensitive)	Depends on acuity
12	Staffing Needs	Depends on acuity (ex: PHF has mandated staffing levels)
13.	Leaves/SDI/FMLA	Processed with payroll, Accommodation dialogues



14	Credentialing	Staff who have lapsed licenses cannot perform duties
15	Provide staff with essentials to conduct business and services	
16.	Moving/Set up of alternate sites	
17.	Coordinate with IT to provide communication via Network, PCs & Office Equipment	
18.	Transportation/Vehicle needs	



B. COOP ACTIVATION – DIRECTOR OF EMERGENCY MANAGEMENT

COOP activation for all departments within the County of Santa Barbara will commence at the direction of the Director of Emergency Management. This role is filled by the Chief Executive Officer (CEO), Assistant CEO (ACEO), or Emergency Operations Chief. A Department Head may request COOP activation through the Assistant Chief Executive Officer (ACEO) when necessary.

C. ORDERS OF SUCCESSION & DELEGATION OF AUTHORITY

Succession planning and management is an important part of the Continuity of Operations Planning. The COOP seeks to maintain leadership in the event of an emergency and consists of two components: orders of succession and delegation of authority.

Immediately following an event, County officials, including Department Heads may be part of an Emergency / Department Operation Center (EOC / DOC) Management Team engaged in immediate incident management. As a result, these County officials may not be available to oversee the continuity of operations process and execution of essential functions.

Essential functions must proceed without interruption regardless of the availability of any individual.

Table 3 designates the order of succession and delegation of authority in the event the Department Head is unavailable. This process ensures that departments are capable of responding rapidly to emergency situations requiring COOP implementation.

Unless specified, the persons listed below are designated to accept and maintain all authority of the Department Head or Deputy Director. Further delegation, if anticipated to be required, is listed in **Table 4**.



Table 3: Orders of Succession & Delegation of Authority

Department Key Position	Primary	1 st Alternate	2 nd Alternate
Director	Alice Gleghorn	Pam Fisher (Deputy Director)	Suzanne Grimmesey (Chief Quality Care & Strategy Officer)
Director of Finance	Chris Ribeiro	Emma Godinez	Christy Boyer (Associate Director Finance)
Human Resources Manager	Carlos Silvas	Jennifer Zbinden	Corina Zamora

Table 4: Further Delegation of Authority

Department / Primary Authority	Person Authorized	Area of Authority	Level of Authority	Triggering Conditions



D. DEPARTMENT STAFF COOP RESPONSIBILITIES

Based on the list of essential functions and the staffing and leadership necessities of each department, it is important to identify the appropriate staff to perform these functions during an emergency. The table below includes Key COOP staff that will have the leadership and responsibility for essential functions. Contingency staff will support those individuals.

Contingency staff are the departmental personnel designated to report to the alternate facility / location during the COOP implementation to ensure that the Department is able to perform its essential functions.

INSTRUCTIONS: Insert all responsibilities necessary to perform the essential functions previously identified in **Table 2** into the table below. Assign Key COOP staff positions to each function, ensuring a lead person has been identified for all responsibilities.

Table 5: Key COOP Staff & Assigned Responsibilities

Key COOP Staff Position	Responsibilities
PHF Manager	Facilitation of PHF Evacuation/Disaster Plan
Deputy Director/Division Chief Programs	Countywide Adult and Children’s Program Operations
Chief Financial Officer	Department Finance activity
Human Resources Manager	Department Human Resource, payroll, worker’s comp, leave and credentialing activity
MIS Manager	Medical Records, MIS/IT system, phone system
Facilities Manager	Countywide Department Building and Facilities needs



Refer to Annex H: Emergence Response and Damage / Safety Assessment – Standard Operating Procedures for Contact Information and List of Responsibilities.

During certain types of emergencies, it may be necessary to utilize supplemental staff to support essential functions. The Pandemic Workbook in **Annex E** provides in listing of departments with potential supplementary staff and associated training requirements.

E. FACILITIES / LOCATIONS

Identifying all facilities / locations a department utilizes is important when a COOP is prepared, activated, and implemented. **Table 6** identifies the facilities / locations utilized by the Department of Behavioral Wellness

INSTRUCTIONS: Inventory all facilities / locations utilized by the Department in the table below. Consult the Risk Factors Appendix within the County of Santa Barbara Hazard Mitigation Plan for risk factors associated with your facilities / locations.

Table 6: Department Facilities / Locations Worksheet

Name of Department Subsection & Name of Primary Location	Address	Primary or Satellite Facility (P/S)	Essential Function (Y/N)	Minimum Level of Staff * (# of Employees)	Risk Factors (Earthquake Zone, Flood Plain, etc)
Admin/PHD-Bldg #2 & #3	315 Camino Del Remedio, SB	P	Y	6	
ADP/PHD – Bldg #1	300 N. San Antonio Rd, SB	P	N		
CSU	305 Camino Del Remedio, SB	P	Y	2	
Adult Outpatient Clinic/MH Building	4444 Calle Real, SB	P	Y	5	



Children's Outpatient/Child and Family Services	429 N. San Antonio, SB	P	Y	3	
Casa Del Mural/Supported Housing	4570 Calle Real, SB	P	Y	None if clients are evacuated (transported by Behavioral Wellness staff via pool vans)	
Crisis Residential Program	66 S San Antonio Rd	P	Y	None if clients are evacuated (transport by Behavioral Wellness and/or ANKA)	
Boiler Building/Patient's Rights and MIS	305 Camino Del Remedio, SB	P	Y	3	
County Archives/Medical Records	427 Camino Del Remedio, SB	P	N	0	
PHD – Bldg #4/MIS Server Room	345 Camino Del Remedio, SB	P	N	0	



Mobile and Triage Crisis Teams	2034 De La Vina, SB	P	Y	7	
PHF	315 Camino Del Remedio, SB	P	Y	None if clients are evacuated (transported by ADMHS staff via pool vans)	
Social Services/CalWorks	234 Camino Del Remedio, SB	P	N	0	
SB Court House/Justice Alliance	1105 Santa Barbara St. SB	P	N	0	
LPBA/Juvenile Justice Mental Health	3900 Paradise Road, SB	P	Y	2	
Adult Outpatient/Co-Op	117 North B Street, Lompoc	P	Y	5	
Children's Outpatient	117 North B Street, Lompoc	P	Y	3	
Lompoc Admin Building/Lompoc ACT	401 E. Cypress, Lompoc	P	Y	6	
CalWorks	1133 N H Street, Lompoc	P	N	0	
SM Mental Health/Adult Outpatient	500 W Foster Rd, Santa Maria	P	Y	5	



Services					
SM Mental Health/Children's Outpatient Services	500 W Foster Rd, Santa Maria	P	Y	3	
CalWorks	1410 S. Broadway, Santa Maria	P	N	0	
Mobile Crisis/Triage Teams	212 Carmen Lane, Santa Maria	P	Y	7	
Crisis Residential	212 Carmen Lane, Santa Maria	P	Y	None if clients are evacuated (transported by Behavioral Wellness staff via pool vans)	
Superior Court/Justice Alliance	312 E. Cook Street, Santa Maria	P	N	0	
Juvenile Hall/Juvenile Justice Mental Health	4263 California Blvd, Santa Maria	P	Y	2	

*Minimum Level of Staffing should only include the number of staff necessary to continue essential functions, i.e., Key COOP staff and Contingency staff.



F. VITAL RECORDS, FILES, & DATABASES

Identification and protection of vital records, systems, data management software, and equipment (including sensitive, restricted, or confidential data as defined by the Department or other regulations) necessary to perform essential functions and activities and to reconstitute normal department operations following an emergency are critical to successful Continuity of Operations Planning. **Table 7** below lists vital files, records, and databases by department, and denotes if they are sensitive, restricted, or confidential.

The County's General Services Department, Information Technology Division (ITD) provides for infrastructure support for the data and phone networks. Additionally, ITD provides hosting support for some department web applications and database operations which include daily system backups and outage restoration. Departments that maintain their own applications are responsible to provide back-up and system restoration capability. Applications that are maintained by a separate third-party provider, and reside on servers outside the support of the County ITD, will need to be reviewed individually to determine the contracted system availability, back-up, and restoration times supported by the provider.

The County has a primary data center located at the EOC. A secondary data center is located six miles away in the County Administration Building in Santa Barbara. A third data center is located in Santa Maria. The EOC data center back-ups are stored at the Santa Barbara location. The EOC application resides off-site. All efforts will be made to restore the top priority systems identified in **Table 7** within 48 hours of obtaining required equipment, if any. The IT SLA defines processes for reporting outages and restoration of applications that may fail on an individual basis. The goal is to restore individual systems within 36 hours of notification.



INSTRUCTIONS: List all records and documentation that are necessary to perform essential functions and indicate the level at which these critical records are protected and secured. (These records should be maintained at the same level of security at the alternate facility as they are at the primary facility.) The timing of the use of a record, file, or database may be a consideration when determining whether it is vital. If you have identified an application that requires third-party provider support, consult with your Department Manager.

Table 7: Department Vital Records Inventory

Vital File, Record, or Database: Original Location	Form of Record (paper, electronic, etc.)	Duplicate Copy Location	Person/s Responsible for Maintenance, Retrieval & Security	Able to Access from Alternate Location (Y/N)	Record Security-Sensitive (S) Restricted (R) or Confidential (C)
Electronic Health Record (Clinicians Gateway)	Electronic *paper forms of all clinical document templates available at all clinic sites. In the event of no electricity, system would transition to paper records	Off-site, Iron Mountain	Marshall Ramsey	Yes	Confidential
Billing System (ShareCare)	Electronic *paper forms of all clinical document templates available at all clinic sites. In the event of no	Off-site, Iron Mountain	Marshall Ramsey	Yes	Confidential



	electricity, system would transition to paper records				
Personnel Files	Paper	No	Jennifer Zbinden	No	Confidential
Archived Personnel Files	Paper	No	Jennifer Zbinden	No	Confidential



G. VITAL SYSTEMS & EQUIPMENT

A system or piece of equipment is vital if it is necessary to perform essential functions as identified in **Table 2** (Section VI, A) and / or to reconstitute normal department operations following an emergency. Many critical processes support essential department functions, including IT systems and applications. Not every system or piece of equipment is vital, even if it is important.

INSTRUCTIONS: Identify vital systems and equipment below. Denote locations of systems and equipment, as indicated. The timing of the use of a system or piece of equipment may be a consideration when determining whether it is vital.

Table 8: Vital Systems & Equipment

System Name	Current Location	Other Locations
ShareCare	Emergency Operations Center	Remotely accessible via the Internet *revert to manual paper based records until internet restored
Clinicians Gateway	Emergency Operations Center	Remotely accessible via the Internet *revert to manual paper based records until internet restored
FIN	Auditor-Controller	N/A
EIS Payroll (Emp Info System)	Behavioral Wellness Admin HR Office	500 West Foster Road, Santa Maria (Annex)



EPersonality (Personnel Changes)	Behavioral Wellness Admin HR Office	500 West Foster Road, Santa Maria (Annex)
DEN – Emp Info (Dept Emp Network)	Behavioral Wellness Admin HR Office	500 West Foster Road, Santa Maria (Annex)

VII. LOGISTICS

INSTRUCTIONS: Refer to **Table 2**. If no essential functions are identified for your department, proceed to Section IX.

A. ALTERNATE LOCATION

Emergencies or potential emergencies can affect the ability of departments to perform mission-essential functions from their primary facilities / locations. A critical element in Continuity of Operations Planning is the identification and preparation of facilities that can be used to accomplish essential functions if a department’s primary location becomes unusable.

The following criteria were used to identify suitable alternate facilities / locations for continuity of operations for departments within the County of Santa Barbara.

- Alternate facilities / locations must not share the same natural hazard risk factors as the primary location. Refer to **Table 6** (Section VI, E)
- Immediate capability to perform essential functions under various threat conditions, including threats involving weapons of mass destruction
- Sufficient space and equipment to sustain the relocating department
- Availability of interoperable communications with all identified essential internal and external organizations, other departments, critical customers, and the public
- Reliable logistical support, services, and infrastructure systems including water, electrical power, heating and air conditioning



- Ability to sustain operations for up to 30 days
- Consideration for the health, safety, and emotional well-being of relocated employees
- Appropriate physical security and access controls



INSTRUCTIONS: Review **Table 6** for the facilities / locations identified as currently housing essential functions (noted as ‘Y’). Be specific in your identification of the alternate facility / location, i.e. building room, room number, floor, etc. If your primary facility / location does not require an alternate facility / location, insert ‘N/A’ in the Alternate 1 and Alternate 2 columns in **Table 9** below. For assistance in selecting an alternate facility / location, a checklist is available in Annex B. Once an alternate is identified, complete **Annex D**. If you need to enter into an MOU for use of an alternate facility / location, insert current copy in **Annex G**.

Note: During the integration of the COOP, a committee will review the proposed alternate facilities / locations for priority and availability. The committee may then request departments to identify different alternate facilities / locations.

Table 9: Proposed Alternate Facilities / Locations

Name of Department Subsection & Name of Primary Facility / Location	Alternate 1 (Point of Contact) (Security Controls)	Alternate 2 (Point of Contact) (Security Controls)	Minimum Level of Staffing (# of employees)
Behavioral Wellness, Management Information Services/Calle Real Campus, Santa Barbara *NO generator back up	Public Health Server Room, 300 N. San Antonio Rd, Santa Barbara (Darrin Eisenbarth)	County EOC, Santa Barbara, (Jennifer Slayman)	Three
Fiscal/429 N. San Antonio Rd, Santa Barbara *NO generator back up	315 Camino Del Remedio, Santa Barbara (Lindsay Walter)	500 West Foster Road, Santa Maria (Amanda Pyper)	Three
Human Resources/315 Camino Del Remedio, Santa Barbara *YES generator back up	429 N. San Antonio, Santa Barbara (Lindsay Walter)	500 West Foster Road, Santa Maria (Amanda Pyper)	One



<p>Adult Outpatient Clinic/4444 Calle Real, SB</p> <p>*NO generator back up</p>	<p>429 N. San Antonio, Santa Barbara</p> <p>(Veronica Heinzelman)</p>	<p>2034 De La Vina, Santa Barbara</p> <p>(Veronica Heinzelman)</p>	<p>Five</p>
<p>Children's Outpatient Clinic/429 N. San Antonio, SB</p> <p>*NO generator back up</p>	<p>315 Camino Del Remedio</p> <p>(Veronica Heinzelman)</p>	<p>Organization Provider location</p>	<p>Three</p>
<p>SB ACT/315 Camino Del Remedio, SB</p> <p>*YES generator back up</p>	<p>4444 Calle Real, SB</p> <p>(Tammy Summers)</p>	<p>2034 De La Vina, Santa Barbara</p> <p>(Tammy Summers)</p>	<p>Five</p>
<p>Mobile Crisis/Triage Crisis Assessment</p> <p>2034 De La Vina, Santa Barbara</p> <p>*NO generator back up</p>	<p>4444 Calle Real, SB</p> <p>(John Winckler)</p>	<p>315 Camino Del Remedio, SB</p> <p>(John Winckler)</p>	<p>Seven</p>
<p>Adult Outpatient Clinic/117 N. B Street, Lompoc</p> <p>*NO generator back up</p>	<p>401 E. Cypress, Lompoc</p> <p>(Nicole Becker)</p>	<p>1133 N. H. Street, Lompoc</p> <p>(Nicole Becker)</p>	<p>Five</p>
<p>Children's Outpatient Clinic/401 E Ocean Ave, Lompoc</p> <p>*NO generator back up</p>	<p>401 E. Cypress, Lompoc</p> <p>(Nicole Becker)</p>	<p>Organizational Provider Location</p>	<p>Three</p>



Lompoc ACT/401 E. Cypress, Lompoc *YES generator back up	117 N. B Street, Lompoc (Nicole Becker)	1133 N. H. Street, Lompoc (Nicole Becker)	Five
Adult Outpatient Clinic/500 W. Foster Road, Santa Maria *NO generator back up	124 W. Carmen Lane, Santa Maria (Amanda Pyper)	1410 S. Broadway, Santa Maria (Amanda Pyper)	Five
Children's Outpatient Clinic/500 W. Foster Road, Santa Maria *NO generator back up	124 W. Carmen Lane, Santa Maria (Amanda Pyper)	Organizational Provider location	Three
Telecare Crisis Residential/212 W. Carmen Lane, Santa Maria *NO generator back up	Clients to discharge home/safe living arrangements established, PHF if necessary		None if clients are discharged
ANKA Crisis Residential/ 66 S San Antonio Rd, Santa Barbara *NO generator back up	Clients to discharge home/safe living arrangements established, PHF if necessary		None if clients are discharged
PHF/315 Camino Del Remedio, Santa Barbara *YES generator back up	Clients to discharge to other inpatient acute psychiatric facilities in safe proximity and per bed availability		None if clients are discharged



<p>Casa Del Mural/4570 Calle Real, Santa Barbara</p> <p>*YES generator back up</p>	<p>66 South San Antonio Rd, Santa Barbara</p> <p>(TCR/Pam Fisher as contact) or to safe living arrangements within the community</p>		<p>None if clients are discharged</p>
<p>LPB A/3900 Paradise Road, SB and Juvenile Hall/4263 California Blvd, SM</p> <p>*YES generator back up</p>	<p>Staff to move to same location in which Probation relocates clients</p>		<p>Two</p>



B. INTEROPERABLE COMMUNICATIONS

The success of operations at an alternate facility / location depends on the availability and the redundancy of critical communications systems to support connectivity to internal and external organizations, other departments, critical customers, and the public. Interoperable communications should provide the following:

Communications capability that adequately supports essential functions

Ability to communicate with Key COOP staff, Contingency staff, management, and other County departments

Ability to communicate with other organizations and emergency personnel

Access to data and systems necessary to conduct essential functions

Ability to operate in the alternate facility / location within 12 hours, and for up to 30 days

Table 10.1 below outlines interoperable communications available at each proposed alternate facility / locations selected by the Department of Behavioral Wellness.



INSTRUCTIONS: Complete a separate table for each alternate facility / location identified in **Table 9**. If necessary, copy and paste additional table templates into the document and label accordingly, ex: 10.1, 10.2, etc.

Table 10.1: Interoperable Communications

Communication Mode	Current Provider / Primary Facility / Location Specifications	Alternate Facility / Location Specifications
Phone Lines / Jacks	ITD	ITD
Computers	County Vendors	County Vendors
Fax	County Vendors	County Vendors
Cellular Phones	County Vendors	County Vendors
Satellite Platform	N/A	
Video Conferencing	ITD	ITD
Network Connectivity	ITD	ITD
Data Lines / Jacks	ITD	ITD
Printers	County Vendors	County Vendors
Internet / Wireless Broadband	ITD	ITD
Radio Communication	N/A	
Other		



VIII. CONCEPT OF OPERATIONS – PROCEDURES FOR PLAN IMPLEMENTATION

The Procedures Plan for Implementation was developed based on the following key assumptions:

- Emergencies or threatened emergencies can adversely impact the Department's ability to continue to support essential functions and to provide support to the County's operations and citizens
- Emergencies and threatened emergencies differ in priority and impact
- The vulnerability of the Department depends on the probability of an event occurring and the impact that event could have on operations and performance of essential functions
- Outside assistance could be delayed or unavailable during an emergency
- County departments and offices must be prepared to operate without help for at least 72 hours
- When the COOP is activated, the Department will implement a predetermined plan using trained and equipped personnel
- The Department will provide essential functions within 12 hours of the event and be able to continue these for 30 days or until termination of the event, whichever comes first

A. PHASE I – ACTIVATION & RELOCATION (0-12 HOURS)

In the event of an emergency, the COOP will be activated by the Director of Emergency Management (CEO, OEM Emergency Operations Chief, or ACEOs), who will notify departments through their respective Group offices to ensure implementation of individual departments' COOP. Public communication will be carried out by the Joint Information Center (JIC) located in the Emergency Operation Center.



Upon activation of the COOP, Departments shall:

- Utilize all checklists in **Annex C** – Implementation Checklists
- Notify the point of contact at the alternate facility / location of impending activation and actual relocation requirements (Refer to **Table 9** – Section VII, A)
- Arrange security at the alternate facility / location for vital records at the same level as the primary facility / location, to the extent possible through Sheriff Dept
- Notify the appropriate internal and external organizations of relocation status
 - Chief Executive Officer's Office
 - Office of Emergency Management
 - General Services Department
- Implement plans, procedures, and schedules to transfer essential functions, personnel, records, and equipment to alternate facilities / locations
- Notify appropriate staff to relocate (Refer to **Table 3** – Section VI, D)
- Provide guidance to Contingency staff and other departmental staff
- Assemble necessary documents and equipment required to continue performance of essential operations at alternate facilities / locations (Refer to **Tables 7 & 8** – Section VI, F & G)
- Order equipment and supplies, if not already in place
- Transport vital records and files, supporting communications, IT framework and other necessary equipment to alternate facilities / locations, if applicable
- Arrange security for abandoned primary facility / location and non-moveable equipment and records, to the extent possible
- Advise the point of contact of the alternate facility / location of the ongoing relocation status



1. DECISION PROCESS

Depending on the disaster, a Department Head may request COOP activation through the Assistant CEO. However, the ultimate decision about COOP activation for any department within the County of Santa Barbara rests with the Director of Emergency Management (CEO). In the absence of the CEO, the decision rests with either the Assistant CEO or Emergency Operations Chief.

2. ALERT, NOTIFICATION, AND IMPLEMENTATION PROCESS

Following the decision to activate the COOP and relocate to an alternate facility / location, each department will begin a process of employee notifications. The COOP Implementation Checklist in **Annex C** shall be completed by the Department upon activation and implementation of the COOP.

A list of 24-hour contact information for Key COOP staff will be maintained by each department. In addition, on Key COOP staff will maintain a list of 24-hour contact information, including phone numbers and address, for all department staff to be used in the event of an emergency. This responsibility is outlined in **Table 5** – Section VI, D.

3. LEADERSHIP

Department Heads or designees shall oversee the COOP implementation process immediately following activation and for a period of up to 30 days. Additional information regarding orders of succession and delegation of authority is provided in **Tables 3 & 4** – Section VI, C.



B. PHASE II – ALTERNATE FACILITY / LOCATION OPERATIONS (12 HOURS THROUGH TERMINATION)

- Provide guidance to Contingency staff and other departmental staff
- Identify replacements for missing personnel and request augmentation as necessary
- Begin full execution of essential functions at alternate facility / location
- Immediately notify the County of Santa Barbara, Office of Emergency Management, and all other appropriate departments of the alternate facility / location, operational and communications status, and anticipated duration of the relocation, if known
- Develop plans and schedules to phase down alternate facility / location operations and return essential functions, personnel, records, and equipment to the primary facility / location or to other temporary or permanent facilities / locations, when appropriate
- Develop a staffing plan and determine responsibilities to implement reconstitution

C. PHASE III – RECONSTITUTION (TERMINATION AND RETURN TO NORMAL OPERATIONS)

- When notified by OEM that the threat or actual emergency no longer exists, inform all staff and provide instructions for resumption of normal operations
- Supervise an orderly return to the primary facility / location, or movement to other temporary or permanent facilities / locations, using a phased approach if conditions necessitate
- Inform the point of contact at the alternate facility / location and other points of contact that your staff and functions will be leaving the alternate site



- Conduct an after-action review of COOP operations and effectiveness of plans and procedures as soon as possible; identify areas for correction and improvement



IX. COOP TEST, TRAINING, AND EXERCISES

Testing and exercising COOP capabilities are essential to demonstrating and improving the ability of departments to execute their COOPs. They serve to validate or to identify improvements to the COOP’s policies, procedures, systems, and locations. Periodic testing and exercising also help to ensure that equipment and procedures are maintained in a constant state of readiness.

After exercising a COOP, departments will complete an after-action report to identify issues found during the exercise and identify recommendations as to how those issues can be resolved. The COOP will then be reviewed and modified by the Office of Emergency Management to reflect any necessary changes.

Table 11 below outlines a COOP Exercise Program Plan developed for the Department of Behavioral Wellness.

INSTRUCTIONS: The table below has the minimum exercise requirements. Additional department-specific exercises can be added as appropriate. Insert locations where exercises will occur.

Table 11: COOP Exercise Program Plan

Exercise Type	Participants	Frequency	Exercise Lead	Location
Data Restore	Behavioral Wellness MIS	Annual	Marshall Ramsey	Calle Real Campus
Tabletop exercise with key Behavioral Wellness players	Behavioral Wellness key players: primary and alternate contacts	Annual	Suzanne Grimesey	TBD



X. COOP MAINTENANCE

The COOP Coordinator will oversee the Department's maintenance of the COOP. General maintenance instructions are described in **Table 12** below.

Table 12: COOP Maintenance Responsibilities

Activity	Tasks	Frequency
Annual Update of COOP	Annual update with OEM input	Annual submission by July 1.



ANNEX A: AUTHORITIES & REFERENCES

In **Annex A**, insert a duplicate list of the Department's Authorities & References from Section V and provide links, locations of document sources, etc.



ANNEX B: PLAN, ANALYSIS, & REVIEW CHECKLISTS

Annex B forms are to be completed during COOP completion process.

IDENTIFICATION AND PROTECTION OF VITAL RECORDS CHECKLIST

Checklist Item	Yes	No
Have personnel been assigned responsibility for identifying and protecting vital records?	X	
Have vital records been evaluated on the basis of their necessity in carrying out emergency operations or in protecting the rights and interests of citizens and the government and not on their value as permanent records?	X	
Have measures been taken to ensure that emergency operating records vital to the continuity of essential functions during an emergency will be available at alternate facilities / locations in the event those facilities / locations are activated?	X	
Have measures been implemented to secure vital records and databases?	X	
Are vital records easily retrievable and maintained in proper condition?	X	
Is a current inventory of vital records easily accessible?	X	
Have priorities and procedures been outlined for the recovery of vital records during an emergency?	X	
Have measures been identified to minimize damage to vital records during an emergency?	X	
Has a capability been provided to recover vital records that are damaged during an emergency?	X	



SELECTING ALTERNATE FACILITY / LOCATION CHECKLIST

Checklist Item	Yes	No
Did you select a facility / location that does not share the same risk factors as your primary facility / location?	X	
Did you consider using existing infrastructures, telecommuting centers, virtual environments, or joint or shared space?	X	
Does the facility / location have the ability to be operational within 12 hours after activation?	X	
Can the facility / location support sustained operations for 30 days or longer?	X	
Do you have reliable logistical support, services and infrastructure system, including water, electric power, heating, and air conditioning, etc.?	X	
Do you have access to essential resources, such as food, water, fuel, and medical facilities?	X	
Have you identified back-up power to the facility / location?	X	
Do you have access to office and housekeeping supplies?	X	
Have you thought about your transportation and parking requirements?	X	
Does the facility / location meet your equipment and furniture requirements?	X	
Do you have a requirement for secure storage containers?		X
Do you need security personnel to provide perimeter access control and internal security functions?		X
If you decide to co-locate with another agency did you establish a memorandum of understanding (MOU) with the owner?		X
Do you have the authority to procure your own space?		X
Will you require another agency to assist you in the selection and acquisition process?		X



ANNEX C: IMPLEMENTATION CHECKLISTS

Annex C forms are to be completed upon COOP activation and implementation.

GO KIT CHECKLIST

Item	✓
Communications equipment	
Computer equipment	
State / Local Statutes and Executive Orders	
COOP Checklists	
Contact Lists	
Memorandum of Understanding	
Vendor Numbers / Contract Numbers	
Maps to Alternate Facility / Location	
Other... (add as necessary)	



COOP IMPLEMENTATION CHECKLIST

Checklist Item	Yes	No
Has the executive decision been made to activate the Department COOP?		
Have you evaluated your operation & determined if you need to activate your alternate facility / location?		
Have you evaluated your operation & determined if you need to contact other staff or request additional staff from another department?		
Is the alternate facility / location prepared for your relocation, including security measures?		
Have you notified Office of Emergency Management?		
Have you notified the Point of Contact at the alternate facility / location?		
Have you notified Key COOP Staff?		
Have you notified contingency, additional or other appropriate departmental staff?		
Have you notified other County departments (General Services, Public Works, etc.)?		
Have you notified external organizations and / or critical customers, as appropriate?		
Have you deployed Key COOP & contingency staff to the alternate facility / location?		
Have you transported vital records & files, supporting communications, IT hardware & software, other necessary equipment to the alternate facility / location?		
Have you transferred the performance of essential functions or activities to the alternate facility / location?		
Have you secured the primary facility / location, including any equipment or vital records left behind?		



RECONSTITUTION CHECKLIST

Checklist Item	Yes	No
Has the executive decision been made to return to the primary facility / location?		
Is the primary facility / location, or other temporary or permanent location, prepared for your return, including security measures, water, electric power, heating, and air conditioning, etc.?		
Have you notified Office of Emergency Management?		
Have you notified the Point of Contact at the alternate facility / location?		
Have you notified Key COOP Staff?		
Have you notified contingency, additional or other appropriate departmental staff?		
Have you notified other County departments (General Services, Public Works, etc.)?		
Have you notified external organizations and / or critical customers, as appropriate?		
Have you provided instructions for resumption of normal functions?		
Have you transported vital records & files, supporting communications, IT hardware & software, other necessary equipment back to the primary facility / location?		
Have you transferred the performance of essential functions or activities back to the primary facility / location?		
Have you secured or worked with the point of contact to secure the alternate facility / location?		
Have you conducted an after-action review to assess the performance of the essential functions at the alternate facility / location and prepared a remedial action to correct any areas of concern?		



ANNEX D: ALTERNATE FACILITY / LOCATION TRANSPORTATION INFORMATION

Alternate Facility / Location #1

Address: _____

Modes of Transportation Near Primary Facility / Location (bus, commuter transport, train, etc.)	Direction to Alternate Facility / Location

Alternate Facility / Location #2

Address: _____

Modes of Transportation Near Primary Facility / Location (bus, commuter transport, train, etc.)	Direction to Alternate Facility / Location

(...continue for each alternate site)



ANNEX E: PANDEMIC WORKBOOK

I. Summary

A pandemic is a global outbreak of disease that occurs when an infectious agent emerges in the human population, causes serious illness, and then spreads easily from person to person worldwide. The most probably pandemic that could threaten Santa Barbara county is an influenza pandemic that would occur when a new *influenza A* virus emerges in the human population. Widespread illness throughout the county poses not only severe health risks, it is a major threat to the human infrastructure staffing critical facilities, and can have severe economic and social consequences. The timeframe for a pandemic outbreak could range from several months to more than a year. The virus will come in waves, with each wave lasting between six and eight weeks.

Business continuity for a pandemic influenza outbreak is different than preparations for a time-specific event. There is no definitive beginning or end, it is somewhat predictable, more people will potentially be affected over a larger area, and there will be no damage to physical infrastructure.

Devolution, the capability to transfer authority and responsibility for essential functions from a department's primary operating staff to other employees and to sustain that operational capability for an extended period, is particularly critical in the event of a pandemic.

This annex focuses on the following topics:

- Reassessment of essential services and service prioritization
- Assessment of telecommuting capabilities
- Projected 30% reduction in staffing levels
- Social distancing techniques and capabilities



These are only four of several critical components to Continuity of Operations Planning for an event such as pandemic influenza. They were chosen because of their importance, their need for evaluation by individual departments, and their applicability to other events that would result in high levels of prolonged absenteeism.

The procurement of personal protective equipment (PPE), flexibility in leave policy, and recovery issues will be addressed in future planning efforts at the Operational Area level.

II. Assumptions

- Projected 30% reduction in staff across all levels
- Duration of 18 months with 6-8 week “waves” of illness

III. Reassessment of Essential Services & Service Prioritization

An assessment of the Department of Behavioral Wellness' essential functions was conducted to identify services which would likely increase or decrease in demand in the event of widespread infectious disease. Additionally, the Department evaluated the essential functions considering an 18-month timeline (as opposed to a 30 day timeline for emergency events). **Table E1** provides the results of this evaluation.



INSTRUCTIONS: Insert Essential Functions from **Table 2** (Section V, A) and provide the requested information.

Table E1: Pandemic Essential Functions Sorted by Priority

Essential Function	Increase / Decrease	Percent Increase / Decrease
Bill Medi-Cal/Medicare to State and Federal Government		
Provide access to electronic health record		
Accounts payable		



IV. Assessment of Telecommuting Capabilities

The Department of Behavioral Wellness evaluated the essential functions that could be conducted off site, taking current technological capability restrictions into consideration. This assessment included identifying:

- Whether the essential function could be performed by employees telecommuting
- The number of employees performing essential functions that are fully operational from home (home access to internal servers) with County provided equipment (computer, cell phone, fax machine, etc.), or with their own equipment

This information is summarized in **Table E2**.

Table E2: Department Essential Functions – Telecommuting

Essential Function	Amenable to Telecommuting (Y/N)	Number of Telecommuting Employees Needed	Number of Employees Currently Equipped	Number of Employees Needing Equipment
Accounts payable	Y	0	Staff equipped with cells, laptop, wireless	0
Bill Medi-Cal/Medicare to State and Federal Government	Y	3	Staff equipped with cells, laptop, wireless	0
Provide access to electronic health record	Y	2	Staff equipped with cells, laptop, wireless	0



The Department of Behavioral Wellness will evaluate the benefit of providing equipment that could be used to allow the completion of essential functions from home or other offsite locations.



V. Reduction in Staffing Levels

Employee absences during a pandemic will result from personal illness, illness of family members, school closures, public transportation closures, etc. Based on an assumption that staff will decrease by 30% for several weeks at a time over an 18-month period, the Department has identified the following measures necessary to continue to provide essential functions in **Table E3** below.

Table E3: Measures & Staff Required to Complete Essential Functions

Essential Function	Measure Required to Complete Function	Equipment Needed	Number of Staff Required to Complete Function	Replacement Staff Required (Y/N)

Other departments with staff that could most readily replace your department staff in performing essential functions include:

- Human Resources
- Personnel Division staff in any similar function departments



The Department has evaluated each essential function and determined what, if any, component of that function is dependent on external agencies, organizations or departments. The main supplier of the component has been identified and made aware of their role in the delivery of essential services. In the event that the main supplier ceases to operate or reduces their output capacity, two potential alternate suppliers have been identified, but not necessarily contacted. This information is summarized in **Table E4**.

Table E4: Department Essential Functions Reliant on External Organizations

Essential Function	Main Supplier	Main Supplier Notified (Y/N)	First Alternate Supplier	Second Alternate Supplier



VI. Social Distancing

As a pandemic influenza spreads just as a normal flu virus spreads, people will be encouraged to take steps to reduce their interaction with others. The Department will modify its operation procedures to increase the physical distance between co-workers and customers.

- Social distancing within the workplace will be promoted to the extent feasible by:
- Staggering shifts to reduce the amount of time employees share common spaces
- Rearranging schedules to provide consecutive days off for the incubation time interval of the disease
- Rearranging furniture to reduce the spread of germs
- Placing portable hand-sanitizers at entryways and other locations where equipment and items are touched by many people

Consider promoting clientele distancing by developing creative avenues, such as barriers as appropriate, to reduce contact with clients while continuing the provision of essential functions.

VII. Future Planning Endeavors

The procurement of personal protective equipment (PPE), flexibility in leave policy, and recovery issues are all critical components to Continuity of Operations Planning. These issues are being addressed in future planning efforts at the Operational Area level and the Department will update this Annex in the future based on guidance from this regional planning effort.



ANNEX F: DEFINITIONS & ACRONYMS

ACD (Automated Call Distributor):

A system that can recognize, answer, and route incoming calls automatically.

After-Action Report:

A narrative report that presents issues found during an incident or exercise, along with recommendations on how those issues can be resolved.

Alternate Facility / Location:

An alternate work site that provides the capability to perform minimum essential departmental functions until normal operations can be resumed.

Alternate Facility / Location Point/s of Contact:

The individual/s responsible for the alternate facility / location during periods of normalcy and who, upon activation of the COOP, may be required to take action to ensure that the alternate facility / location is prepared for occupancy by the Key COOP staff.

Continuity of Operations Plan (COOP):

An internal effort within individual components of a government to ensure that the capability exists to continue essential component functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

COOP Activation:

The executive decision by the Director of Emergency Management (CEO, ACEO or Emergency Operations Chief) to initiate the business continuity process.

COOP Implementation:

The process and procedures conducted by the Department/s to ensure the continuance of essential functions.

Catastrophic Event:

An emergency event that renders a department's primary facility / location unusable for a sustained period of up to or exceeding 30 days.

**Contingency Staff:**

The personnel of the Department designated to report to the alternate facility / location during COOP implementation to ensure that the Department is able to perform its essential functions.

Critical Customers:

Organizations or individuals for which the County or one of its departments performs mission-essential functions.

Critical Time:

The amount of time a particular function can be suspended before it adversely affects the Department's core mission.

Delegated Authority:

An official mandate calling on the individual holding a specific position to assume responsibilities and authorities not normally associated with that position when specified conditions are met.

Emergency:

A sudden, usually unexpected event that does or could do harm to people, resources, property, or the environment. Emergencies range from localized events that affect a single office in a building, to human, natural, or technological events that damage, or threaten to damage, local operations. An emergency can cause the temporary evacuation of personnel or the permanent displacement of personnel and equipment from the location to a new operation location environment.

Essential Functions:

Those functions, stated or implied, that County departments are required to perform by statute, executive order, or County policy and are necessary to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial / economic base in an emergency.



Functional Exercise:

A fully simulated interactive exercise performed in real time that tests the capability of an organization to respond to a simulated event without actually moving people and equipment to an actual site.

Go-Kit:

An easily transportable package of materials, technology, and vital records that can be taken by personnel departing for the alternate facility to ensure their ability to establish and maintain essential operations.

Interoperable Communications:

Alternate communications that provide the capability to perform minimum departmental essential functions, in conjunction with other agencies, until normal operations can be resumed.

IVR (Interactive Voice Response):

A computerized system that allows a caller to select an option from a voice menu and interface with a computer system.

Key COOP Staff:

Staff of the Department necessary for the performance of the Department's essential functions.

Mitigation:

Any sustained action taken to reduce or eliminate the long-term risk to life and property from a hazard event.

Order of Succession:

The order in which, and conditions under which, the responsibilities and authorities of a public official are passed to another official when the original holder of the responsibilities and authorities is unable or unavailable to exercise them.

Plan Maintenance:

Steps taken to ensure the COOP is reviewed regularly and updated whenever major changes occur.

**Primary Facility / Location:**

The site of normal, day-to-day operations; the location where the employee usually goes to work.

Reconstitution:

The resumption of non-emergency operations at a primary facility / location following emergency operations at an alternate facility / location.

Table-Top Exercise:

A round table, open forum type of discussion in which an emergency situation is presented to the participants. A series of questions is offered for consideration by the participants. Individual emergency response plans from communities and industrial operators are used in a discussion on how to best deal with the fictional emergency situation.

Termination:

Actions taken to end operations at an alternate facility / location and prepare for returning to non-emergency operations at a primary facility / location.

Vital Records & Databases:

Data information, in hard copy or electronic format, necessary to maintain the continuity of operations during an emergency, to recovery full operations following an emergency, and to protect the legal rights and interests of citizens and the government.

Weapon of Mass Destruction:

(1) Any explosive, incendiary, poison gas, bomb, grenade, or rocket having a propellant charge of more than four ounces; a missile having an explosive or incendiary charge of more than one-quarter ounce; or a mine or device similar to the above; (2) poison gas; (3) any weapon involving a disease organism; (4) any weapon designed to release radiation at a level dangerous to human life.



ANNEX G: SUPPORTING DEPARTMENTAL DOCUMENTATION (INCLUDING MOU)



ANNEX H: EMERGENCY RESPONSE & DAMAGE / SAFETY ASSESSMENT – STANDARD OPERATING PROCEDURES