[Insert your own company symbol/logo]

**[Business/Organization Name]**

**Business Continuity Plan**

[Month Day, Year]

[Company Name]

[Street Address]

[City, State Zip Code]

[Website URL]

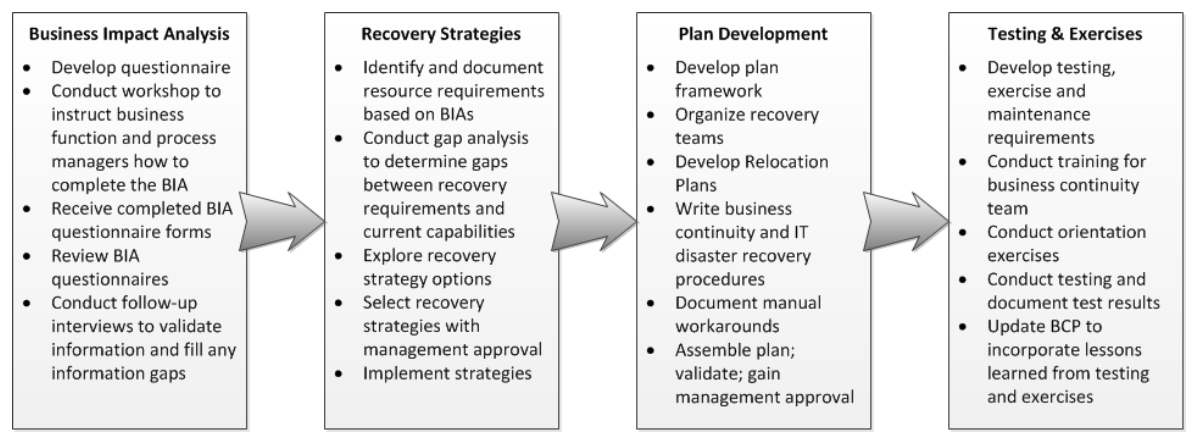
[Document Control, Ver.#]

*This page left intentionally blank.*

# How To Use This Document

When business is disrupted, it can cost money. Lost revenues plus extra expenses means reduced profits. Insurance does not cover all costs and cannot replace customers that defect to the competition. A business continuity plan to continue business is essential. Development of a business continuity plan includes four steps:

* Conduct a [business impact analysis](https://www.ready.gov/business-impact-analysis) to identify time-sensitive or critical business functions and processes and the resources that support them.
* Identify, document, and implement to recover critical business functions and processes.
* Organize a business continuity team and compile a [business continuity plan](https://www.ready.gov/sites/default/files/2020-03/business-continuity-plan.pdf) to manage a business disruption.
* Conduct [training](https://www.ready.gov/business/implementation/training) for the business continuity team and [testing and exercises](https://www.ready.gov/business/testing) to evaluate recovery strategies and the plan.



This template has been developed by the City of Jacksonville Emergency Preparedness Division and incorporates elements provided by Ready.gov and DisasterSafety.org. The intent is to provide a wide array of planning tools and considerations; not all components of this template will be applicable to your organization or business. This document is designed to address a wide audience. Some terms should be considered with flexibility (i.e., business, company, organization, agency all refer to the **end user** of this document). Although each section should be considered during plan development, not all sections may be relevant to your organization or business.

This template should be adjusted to address your particular needs. This template includes stylized **[bold and bracketed]** text where a particular person, position, location, regulation, or other piece of information is suggested. The template also includes some sections that are stylized as *[light blue, italicized, and bracketed]* where specific organizational policies or procedures are suggested for inclusion.

***This template and information provided herein is for reference and planning purposes only.***

***Any reliance is therefore strictly at your own risk.***

*This page left intentionally blank.*

# Promulgation Statement

The **[Organization Name]**’s mission is to **[enter mission statement]**.

To accomplish this mission, the organization must ensure that its most important and time critical operations are performed efficiently and with minimal disruption, especially during an emergency. This document provides guidance for implementing the Business Continuity Plan and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

Key personnel who may be activated under this plan are collectively known as the **[insert name of group, such as Continuity Team]***.* Upon plan activation, these members **[will/may]** deploy to **[insert alternate location name or placed on telework status]** where they will establish an operational capability and perform essential functions within the designated recovery time objective (RTO) and continue until normal operations can be resumed.

This plan is developed in accordance with guidance in the

* *Continuity Guidance Circular,* dated February 2018;
* Department of Homeland Security *Ready Business* toolkits[<https://www.ready.gov/business>]
* Other related directives and guidance **[list]**.

**[Company Head signs here]**

**[Enter Company Head’s name here]**

**[Enter Company Head’s title here]**

**[Enter Company Name here]**

# Confidentiality Statement

This document along with subsidiary plans and supporting documents, contains confidential information and are for official use only as provided in **[enter applicable regulation]**. These documents are to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with the standard procedures followed for confidential information at **[company name]** and are not to be released without prior approval of the **[company head title]** to the public or other employees who do not have a valid “need to know.”

**Program Administration**

*[Define the scope, objectives, and assumptions of the business continuity plan].*

This Business Continuity Plan applies to the functions, operations, and resources necessary to ensure the continuation of **[Company Name]**’s essential operations in the event that its normal operations at **[Name primary operating facility]** are disrupted or threatened with disruption. This plan applies to all **[Company Name]** personnel at **[Facility Name]**. **[Company Name]** staff should be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

This document ensures **[Company Name]** is capable of conducting its essential operations under all threats and conditions, with or without warning.

Table of Contents

[Promulgation Statement 1](#_Toc47015044)

[Confidentiality Statement 1](#_Toc47015045)

[Business Operations Recovery Priorities 5](#_Toc47015046)

[Essential Records and IT Functions 6](#_Toc47015047)

[Data Restoration Plan 6](#_Toc47015048)

[Business Continuity Organization 6](#_Toc47015049)

[Senior Management / Leadership 6](#_Toc47015050)

[All Personnel 7](#_Toc47015051)

[Personnel Accountability 7](#_Toc47015052)

[Continuity Personnel 7](#_Toc47015053)

[Succession and Delegations of Authority 10](#_Toc47015054)

[Additional Human Resources Considerations 11](#_Toc47015055)

[Personal Recovery Assistance 11](#_Toc47015056)

[Replacing Staff 11](#_Toc47015057)

[Budgeting & Acquisition of Resources 11](#_Toc47015058)

[Communications 12](#_Toc47015059)

[Resilient Systems 12](#_Toc47015060)

[Senior Leadership Communications 12](#_Toc47015061)

[Alert and Notification 12](#_Toc47015062)

[Continuity Event Communications 14](#_Toc47015063)

[Contact Rosters 14](#_Toc47015064)

[Tracking the Threat 14](#_Toc47015065)

[Alternate Location and Telework 14](#_Toc47015066)

[Space and Infrastructure Summary 14](#_Toc47015067)

[Access to Communications, Internet, and Remote Servers 15](#_Toc47015068)

[Contracts 15](#_Toc47015069)

[Maps, Directions, Security, and Access 15](#_Toc47015070)

[Telework 16](#_Toc47015071)

[Activation/Relocation 16](#_Toc47015072)

[Reconstitution 18](#_Toc47015073)

[Procedures 18](#_Toc47015074)

[Reconstitution Team 19](#_Toc47015075)

[Devolution 19](#_Toc47015076)

[Contract 19](#_Toc47015077)

[Transfer of Essential Functions 20](#_Toc47015078)

[Plan Maintenance 20](#_Toc47015079)

[Evaluation 20](#_Toc47015080)

[Distribution 20](#_Toc47015081)

[Glossary 21](#_Toc47015082)

[Acronyms 21](#_Toc47015083)

[Record of Changes 21](#_Toc47015084)

[References to Related Policies & Procedures 21](#_Toc47015085)

[Property Conservation 21](#_Toc47015086)

[Appendix 1: Business Impact Analysis 22](#_Toc47015087)

[Appendix 2: Insurance Coverage Discussion Form 23](#_Toc47015088)

[Insurance Policy Information 23](#_Toc47015089)

[Appendix 3: Computer Inventory Form 24](#_Toc47015090)

[Hardware Inventory List 24](#_Toc47015091)

[Appendix 4: Sample Emergency Response Plans 25](#_Toc47015092)

[Policy and Organizational Statements 25](#_Toc47015093)

[Evacuation Plan 25](#_Toc47015094)

[Severe Weather/Tornado Sheltering Plan 26](#_Toc47015095)

[Tornado Warning System & Tornado Shelter Locations 26](#_Toc47015096)

[Shelter-In-Place Plan (HazMat) 26](#_Toc47015097)

[Shelter-In-Place Shutdown of Ventilation System 26](#_Toc47015098)

[Lockdown Plan 27](#_Toc47015099)

[Instructions for Broadcasting Warnings 27](#_Toc47015100)

[Medical Emergency Plan 28](#_Toc47015101)

[Fire Emergency Plan 29](#_Toc47015102)

[Hazard or Threat-specific Annexes 29](#_Toc47015103)

[Appendix 5: Emergency Response Teams 30](#_Toc47015104)

[Public Emergency Services & Contractors 31](#_Toc47015105)

[Warning, Notification & Communications Systems 31](#_Toc47015106)

[Fire Protection Systems 31](#_Toc47015107)

[Appendix 6: What Are The Costs? 32](#_Toc47015108)

[Appendix: 7: Hurricane Preparedness 33](#_Toc47015109)

[Ensure your roof is in good condition 33](#_Toc47015110)

[Perimeter Flashing 33](#_Toc47015111)

[Roof-Mounted Equipment 33](#_Toc47015112)

[Skylights 34](#_Toc47015113)

[Signs and Accessories 34](#_Toc47015114)

[Packaged Terminal Air Conditioners (PTAC) 34](#_Toc47015115)

[Lightning Protection Systems 34](#_Toc47015116)

[Backup Power 35](#_Toc47015117)

[Commercial Doors 35](#_Toc47015118)

[Additional recommendations: 36](#_Toc47015119)

[Appendix 8: COVID-19 Pandemic Planning Considerations 37](#_Toc47015120)

[Private Sector Considerations 37](#_Toc47015121)

[Additional Resources for COVID-19 38](#_Toc47015122)

# Business Operations Recovery Priorities

**Table 1: Business Operation and Function Table**

|  |  |
| --- | --- |
| **Operation or Function** | |
| [Insert business essential operation, service, or function here.] | |
| **Recovery Time Objectives** | **Responsible Personnel** |
| [List max time to resume function.] | [List staff and managers responsible for essential function.] |
| **Procedures** | |
| [Insert detailed procedures, resource requirements, and logistics for execution of all recovery strategies] | |
| **Resources Requirements** | |
| [Insert required equipment, supplies, records, etc.] | |
| **Work Location and Space Requirements** | |
| [Insert continuity facility or telework location, IT, and communications access needs.] | |
| **Supporting Activities** | |
| [Insert essential supporting activities.] | |
| **Interdependencies** | |
| [Insert other entities that provide required work or resources. Include mutual aid agreements and contracts where applicable.] | |
| **Expected Cost** | |
| [Insert the costs associated with the implementation of the essential function.] | |

***Note: Repeat this table for each essential operational capability, service, or function.***

# Essential Records and IT Functions

**[Insert office/title]** maintains a complete inventory of essential records, along with their locations and instructions for access at **[insert location/office]**.

**Table 2: Essential Records Database**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Essential Record, File, or Database** | **Support to Essential Function** | **Form of Record (Hardcopy, Electronic)** | **Pre-positioned at Alt. Location?** | **Hand Carried to Alternate Location?** | **Multiple Storage Location(s) Y/N** | |  | | --- | | **Maintenance Frequency** | |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

To ensure rapid identification and recovery, essential records will be named and stored according to policies developed by IT. This policy is included in the Essential Records Annex and **[other location(s)]**.

Electronic records, and the records inventory, are backed-up using **[describe system and/or process]**. Additional protection is provided using **[describe system and/or process (es)]**. If they are lost, recovery will be conducted by **[describe responsible party and/or process]**.

Hard copy records are backed-up using **[describe system and/or process]**. Additional protection is provided using **[describe system and/or process (es)]**. If they are lost, recovery will be conducted by **[describe responsible party and/or process]**.

Recovery is expensive, time consuming, and may not be completely effective, so every effort should be made to prevent damage to essential records. If essential records are damaged, recovery will be conducted by **[insert organization].** Plans to cover the costs of recovery are included in the Budgeting and Acquisition section.

# Data Restoration Plan

*[If applicable, insert detailed procedures, resource requirements, and data restoration plan for the recovery of information technology (networks and required connectivity, servers, desktop/laptops, wireless devices, applications, and data). May comprise a standalone plan.]*

# Business Continuity Organization

*[Define the roles and responsibilities for team members. Identify the lines of authority, succession of management, and delegation of authority. Address interaction with external organizations including contractors and vendors. Suggested components are listed below.]*

## Senior Management / Leadership

Continuity Plan activation is a scenario-driven process that allows flexible, scalable response to all hazards/threats that might disrupt operations. Continuity Plan activation will not be required for all emergencies or disruptions.

The process for activating the continuity plan has three basic steps:

1. The **[Company Head]** is aware of, or is notified, that a disruption to normal operations is planned, is anticipated, or has occurred.
2. The **[Company Head]** evaluates the situation along with its potential, anticipated, or known effects on agency operations and decides whether to activate the Continuity Plan.
3. The **[Company Head]** initiates the process to inform all employees of the situation and the actions they should take.

Based on the type and severity of the emergency, the Continuity Plan may be activated by one of the following methods:

1. The **[Company Head]**, or a designated successor, may initiate the Continuity Plan activation for the entire organization, based on an emergency or threat directed at the organization.
2. **[Insert additional activation measures here].**

### All Personnel

Every member of the organization should train and prepare in advance for a continuity event so they are prepared to act quickly in an emergency. Each individual should also develop a Family Support Plan to increase personal and family preparedness. The www.ready.gov website provides guidance for developing a Family Support Plan and includes a “Get Ready Now” pamphlet that explains the importance of planning, and a template that can be tailored to meet family-specific planning requirements.

### Personnel Accountability

It is important to account for all personnel during a continuity event. The **[insert office/title]** will account for personnel using **[insert accountability process here, such as call trees, an automated system, a 1-800 number, etc.]**. Accountability information is reported to the **[insert office/title]** at **[insert number]** hour intervals. The process will continue until all personnel have been accounted for.

### Continuity Personnel

The organization has determined the positions necessary to conduct essential functions, and to authorize and approve the work. Key positions include theContinuity Coordinator, Continuity Team members, senior leadership and their successors, and others who are assigned continuity responsibilities. These individuals will report to the alternate location or other assigned location. A copy of the current roster is found at **[insert location]**. The **[insert office/title]** is responsible for maintaining the roster and ensuring personnel are correctly matched to required positions.

**Table 3: Continuity Personnel Roster**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Operation/Function** | **Title/ Position** | **Name** | **Telephone Numbers** | **Additional Information** |
| **Function #1**  **[Should align with**  **Table 1 Priorities]** |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Operation/Function** | **Title/ Position** | **Name** | **Telephone Numbers** | **Additional Information** |
| **Function #2** |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Operation/Function** | **Title/ Position** | **Name** | **Telephone Numbers** | **Additional Information** |
| **Function #3** |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Operation/Function** | Title/ Position | Name | Telephone Numbers | Additional Information |
| **Information Technology** |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Operation/Function** | **Title/ Position** | **Name** | **Telephone Numbers** | **Additional Information** |
| **Support Team** |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Operation/Function** | Title/ Position | Name | Telephone Numbers | Additional Information |
| **Human Resources** |  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

***Note: Add or delete as necessary.***

**Figure 1: Sample Continuity Team Organization Chart**



**Table 4: Assignment of Responsibilities**

|  |  |
| --- | --- |
| **Position / Name** | **Responsibilities** |
| Company Head |  |
| Continuity Coordinator |  |
| Essential Records Manager |  |
| Continuity Personnel |  |
| Department Directors |  |
| External Media Relations |  |
| … Etc. |  |

## Succession and Delegations of Authority

In the event the **[enter Company Head Title]** is rendered incapable or unavailable to fulfill their duties, successors have been identified to ensure there is no lapse in decision-making authority.

**[Insert office/title]** is responsible for ensuring orders of succession are up-to-date, and copies can be found at **[insert location(s)]**. When changes occur, they will be distributed to **[insert offices/groups]**.

When the primary holder of one of these positions, or their acting successor, becomes unreachable or incapable of performing their duties, the **[insert office/title]** will notify the next successor in line and inform other internal and external stakeholders of the substitution.

Successor training will be conducted annually, and the dates and topics will be documented by **[insert office/title]** and stored in the training records **[insert location]** which are essential records.

The organization has informed those officials who might be expected to assume authorities during a continuity situation. Documentation is found at **[insert location(s)]**. Further, these officials are trained at least annually. This training is reflected in agency training records located at **[insert location]**.

Theorganization has identified the following positions that require delegations of authority:

* **[Company Head]**
* **[Insert additional delegations of authority here]**

**Table 5: Order of Succession List**

|  |  |
| --- | --- |
| **Position** | **Designated Successors** |
|  |  |
|  |
|  |
|  |  |
|  |
|  |
|  |  |
|  |
|  |
|  |  |
|  |
|  |

## Additional Human Resources Considerations

The company has developed guidance and direction for personnel regarding human resource issues during a continuity event. This guidance is integrated into the Human Resources procedures, is maintained by the **[insert office/title]** and stored at **[insert file location *(hyperlink or hardcopy)*]***.* The Continuity Coordinator/Manager works closely with the **[insert appropriate human resources office/title here]** to resolve human resources issues related to a continuity event, update the Continuity Plan, and communicate with managers regarding human resources needs to help continue operations throughout an event.

The organization has issued continuity guidance for human resources on the following issues:

* Additional Staffing: **[Insert guidance here or location of guidance]**
* Work Schedules and Leave/Time Off: **[Insert guidance here or location of guidance]**
* Employee Assistance Program: **[Insert guidance here or location of guidance]**
* Employees with Disabilities: **[Insert guidance here or location of guidance]**
* Benefits: **[Insert guidance here or location of guidance]**
* Premium and Annual Pay Limitations: **[Insert guidance here or location of guidance]**
* **[Insert additional topics here]**

### Personal Recovery Assistance

An event that requires the activation of the Continuity Plan may personally affectpersonnel. Therefore, the **[insert office]** will create provisions and procedures to assist all personnel, especially those who are disaster victims, or who have special Human Resources concerns following a catastrophic disaster. These provisions and procedures are found at **[insert location]**.

### Replacing Staff

It may be necessary to augment or replace personnel during a continuity event. The **[insert office]** will be responsible for recruiting, hiring, and on-boarding staff during a continuity event.

# Budgeting & Acquisition of Resources

The **[Company Name]** integrates the continuity budget with its long-term strategic plan and links the budget directly to objectives and metrics set forth in that plan. A copy of the strategic plan is found at **[insert location]**.

For those contracts vital to the support of organization essential operations and functions, the **[Company Name]** has ensured contractor statements of work include the provision to provide staffing, services, and resources during emergency conditions. A list of vital contracts is found at **[insert location]** and maintained by the **[insert office/title]**. During an emergency situation, the **[insert office/title]** is responsible for oversight and handling of emergency work by contractors.

# Communications

## Resilient Systems

Theorganization has identified multiple, resilient communication systems, located at the primary and alternate location(s), and telework or virtual office location. These systems will support the needs of the organization during all hazards/threats. The organization also maintains communications equipment for use by employees with disabilities and hearing impairment. During a pandemic, when the limiting factor is loss of manpower rather than loss of facility or equipment, the diverse forms of communication can support social distancing efforts. These systems and are documented at **[insert location]**.

Communications and IT capabilities should be operational within the recovery time objective. Additional detailed information on the communications systems and requirements is found in **[reference].**

## Senior Leadership Communications

Theorganization possesses communications capabilities to support the organization’s senior leadership while they are in transit to alternate location(s), at a remote site, or communications have failed at the primary operating facility. These capabilities are maintained by the **[insert office/title]** and documentation regarding these communications capabilities is found at **[insert location or list capabilities below]**.

## Alert and Notification

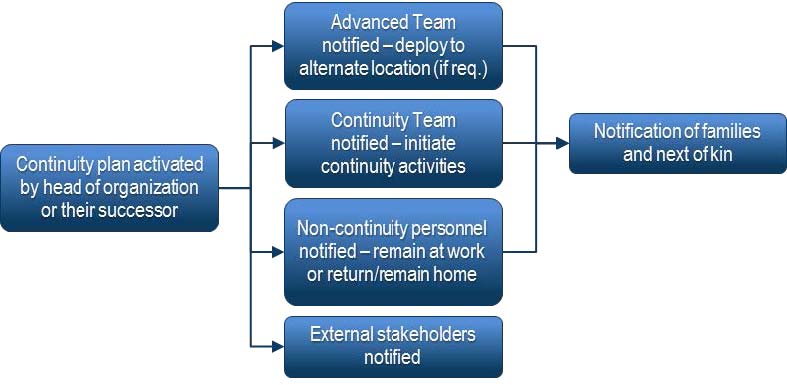
In the event of a potential or actual interruption, **[insert office/title]** will take the following steps to communicate the organization’s operating status:

1. The **[Company Head]** or designated successor will notify **[insert office/title]** of the Continuity Plan activation.
2. **[Insert notification steps here. Include methods of notification and required responses to verify that personnel have received the notification. If the organization maintains an advance team to prepare the continuity site for arrival, include here].**
3. **[Insert office/title]** will notify family members, next of kin, and/or emergency contacts of Continuity Plan activation.
4. **[Insert office/title]** will notify external stakeholders of activation.

**Table 6: Communications Systems Tracking Table**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Communication System** | **Support to Essential Function** | **Current Provider** | **Specification** | **Alternate Provider** | **Special Notes** |
| Non-Secure Phones |  |  |  |  |  |
| Secure Phones |  |  |  |  |  |
| Fax Lines |  |  |  |  |  |
| Cellular Phones |  |  |  |  |  |
| Satellite |  |  |  |  |  |
| Pagers |  |  |  |  |  |
| E-mail |  |  |  |  |  |
| Internet Access |  |  |  |  |  |
| Data Lines/MIFI |  |  |  |  |  |
| Two-way Radios |  |  |  |  |  |
| **[Insert other options here]** |  |  |  |  |  |

## Continuity Event Communications



## Contact Rosters

Contact Rosters are maintained by **[insert responsible party]** and stored in the essential records database.

## Tracking the Threat

The organization will remain informed of the threat environment using all available means, including:

* Emergency Operations/Communications Center
* Regional and local notification systems
* Direction and guidance from higher authorities
* News and weather media

**[Company Head]** will evaluate all available information relating to:

* The health and safety of personnel
* The ability to execute operations
* Changes in threat advisories
* Intelligence reports
* The potential or actual effects on communications systems, information systems, office facilities, and other essential equipment
* The expected duration of the emergency
* **[Insert other agency considerations here]**

# Alternate Location and Telework

## Space and Infrastructure Summary

The alternate location(s) provide the following in sufficient quantities to sustain operations until normal operations can be resumed (usually within 30 days):

* Space and equipment, including computer equipment and software. The alternate location can accommodate **[insert number]** personnel. Facilities floor plans, equipment inventory, and **[insert other applicable documents]** are found at **[insert location]**.
* Capability to perform essential functions and operations within the recovery time objective. The facility will remain available until normal operations can be resumed, often within 30 days.
* Reliable logistical support, services, and infrastructure systems. Details on these infrastructure systems are available at **[insert location]**.
* Consideration for health, safety, security, and emotional well-being of personnel. including **[insert considerations, such as physical security, fitness activities, access to the Employee Assistance Program, and presence of security]**.
* Emergency/back-up power capability. Details on the power capability are available at **[insert location]**.

## Access to Communications, Internet, and Remote Servers

The alternate location(s) provides the following infrastructure to ensure access to primary servers, backup storage, and the essential records database:

* Interoperable communications, and connections, for effective interaction. Additional information on continuity communications is found in the Communications section of this plan.
* Capabilities to access and use Essential Records. Additional information on accessing Essential Records is found in the Essential Records section of this plan.
* Systems and configurations that are used to complete EFs. IT support at the alternate location can be accessed by **[insert access to IT support]**. Details on the systems and configurations are available at **[insert location]**.

## Contracts

A copy of the MOA/MOU is found at **[insert location]** and maintained by the **[insert office name]**.

## Maps, Directions, Security, and Access

The alternate location is located at **[facility name and address].** A map of the surrounding area, including directions and route from the primary operating facility, is located at **[below/list location].**

**[INSERT ADDRESS/MAP]**

Additional facility details are as follows:

1. This facility is [rented/owned] by **[insert entity].**
2. **[Important contact information for the site, including security, medical, and on-site personnel]**
3. **[Security and access requirements]**
4. **[Medical support at or near the site]**
5. **[Other amenities available at or near the site, including restaurants, stores, banks, and gas stations]**

## Telework

There is a direct relationship between an agency’s continuity plan and telework. Both programs, telework and business continuity, share a basic objective: to perform and maintain agency functions from an alternative location. Telework can help ensure that essential functions continue during emergency situations when feasible.

Employees who may be required to work under their agency’s telework policy (if any) may have to:

* Maintain a current telework agreement detailing any emergency telework responsibilities specified for a continuity and/or pandemic event, as appropriate
* Be familiar with the agency's emergency plans (continuity plan, pandemic plan, etc.) and your manager's expectations for how you will telework during such events
* Be flexible; be willing to perform all duties assigned to you by management even if they are outside your usual or customary duties.

Telework should be implemented strategically, rather than piecemeal as is often the case.  A reactive approach to telework carries the risk of raising fairness issues.  To the extent possible, telework should be implemented strategically, taking into account the needs, work, and composition of the group.  Agencies have made this easier for managers by making broader determinations on employee eligibility and notifying employees.  Managers and supervisors should make final decisions about whether or not to support an employee's request to telework based upon agency mission goals, office coverage requirements, and in combination with good performance management practices.

Continuity operations will begin at the date and time stated in the plan activation notification. Within 8 hours of plan activation, the IT manager should determine if the infrastructure in the primary operating facility is accessible and fully functional. The IT manager will provide personnel with the status of the agency’s infrastructure and identify which IT resources they should use.

Once continuity operations have begun, all personnel will begin teleworking and will:

* Contact their manager by email, text, or telephone to verify their arrival and ability to telework from their location.
* Upon notification from the IT manager regarding which IT resources will be used, login to the appropriate location.
* Report to their manager their ability to access essential records needed to perform their functions or obstacles they are facing.
* Begin performing operations or supporting activities within the RTO.

## Activation/Relocation

Upon activation of the Continuity Plan by **[insert authority]**, personnel may be required to relocate to alternate location(s). **[Insert office/title]** will notify the point of contact at the alternate location(s) of the activation and need to occupy the space and ensure that the continuity operations can begin within the RTO.

If the emergency occurs during work hours continuity activities will be implemented as follows.

* Advance Team and Continuity Team members will deploy to the designated alternate location from the primary facility or their current location using **[insert method of transportation, such as privately owned vehicles, buses, etc. here. Include any provisions made regarding the transport of disabled continuity employees].**
* Non-continuity personnel will receive instructions from **[insert office/title]**. In most situations they will be directed to return home to await further instructions.
* Information will be provided regarding safety precautions and clear routes to use when leaving the primary operating facility.

If the emergency occurs during non-work hours continuity activities will be implemented as follows:

* Advance Team and Continuity Team members will deploy to the designated alternate location from their current location using **[insert method of transportation, such as privately owned vehicles, buses, etc. here. Include any provisions made regarding the transport of disabled continuity employees]**. They should arrive by **[insert time here, such as immediately, time specified during notification, within a pre-designated number of hours or business hours, etc.]**.
* Non-continuity personnel will remain at their residence or other designated location, but must be prepared to replace or augment continuity personnel within **[include hour]** of notification, or as advised. Staff replacements will be coordinated by the **[insert office/title]**.

Non-continuity personnel may be required to replace or augment continuity personnel during activation and should remain available as instructed. Notification of activation will include **[include time from notification till they are expected to arrive for work]**.These activities will be coordinated by the **[insert office/title]**.

The advance team will should arrive and prepare the alternate location(s) for use so that continuity operations can be resumed within the recovery time objective. The advance team will:

* Ensure infrastructure systems, such as power and heating, ventilating, and air conditioning are functional.
* Prepare check-in duty stations for the Continuity Team’s arrival.
* Address telephone inquiries from continuity and non-continuity staff.
* **[Insert additional tasks here].**

In-processing procedures include **[insert steps to in-process continuity personnel here, including how to obtain the roster of continuity personnel and how the organization will reach individuals who have not in-processed for accountability, etc.]**.

**Table 8: Alternate Location Checklist**

|  |
| --- |
| **Alternate Location Checklist** |
|  Check In |
|  Receive instructions and equipment |
|  Report to work station as identified in **[insert location]** or as otherwise designated during the activation process |
|  Retrieve pre-positioned or transported information and resources, and activate specialized systems or equipment |
|  Monitor the status of personnel and resources |
|  Conduct EFs |
|  Prepare and disseminate reports, as required |
|  Comply with any additional continuity reporting requirements |
|  Communicate contact information to family members, next of kin, emergency contacts, customers, and/or external stakeholders as needed |
|  **[Insert additional tasks here]** |

# Reconstitution

## Procedures

Within **[insert time period]** of an emergency relocation, and after receiving approval from the appropriate state or local law enforcement and emergency services, the Reconstitution Team will initiate and coordinate operations to salvage, restore, and recover the primary operating facility and resources:

**Table 9: Reconstitution Checklist**

|  |
| --- |
| **Reconstitution Checklist** |
|  Identify the Reconstitution Manager for all phases of the reconstitution process. |
|  Reconstitution will commence when the **[Company Head]** or another authorized person ascertains that the emergency situation has ended and is unlikely to reoccur. |
|  Within **[insert number]** hours of the Continuity Plan activation, each **[Company Name]** subcomponent will designate a reconstitution POC to work with the Reconstitution Team and to update office personnel on developments regarding reconstitution. |
|  **[Insert office/title]** should determine the status of the primary operating facility affected by the event by **[insert methods here]**. |
|  **[Company Name]**, in conjunction with **[insert offices and organizations here]**, will determine how much time is needed to repair the primary operating facility and/or acquire a new facility. |
|  Should **[Company Name]** decide to repair the facility, **[insert office/title]** has the responsibility of supervising the repair process and should notify **[insert office/title]** of the status of repairs, including estimates of when the repairs will be completed. |
|  Before relocating to the recovered or replaced primary operating facility, the **[insert office/title]** will conduct appropriate security, safety, and health assessments to determine building suitability. |
|  **[Insert office/title]** will verify that all systems, communications, and other required capabilities are available and operational and that **[Company Name]** is fully capable of accomplishing all essential functions and operations at the new or restored primary operating facility. |
|  Upon verification that the required capabilities are available and operational, and that the **[Company Name]** is fully capable of accomplishing all essential functions and operations at the new or restored facility, the **[insert office/title]** will begin supervising a return of personnel, equipment, and documents to the primary operating facility. |
|  The phase-down and return of personnel, functions, and equipment will follow the priority-based plan and schedule outlined below; **[Company Name]** will develop return plans based on the incident and facility within **[insert number]** hours of plan activation. |

## Reconstitution Team

**Table 10: Reconstitution Team Responsibility Chart**

|  |  |
| --- | --- |
| **Position** | **Responsibilities** |
| Organization Head |  |
| Reconstitution Manager |  |
| Reconstitution Team Personnel |  |

# Devolution

## Contract

Theorganization is prepared to transfer all its operations (or list specific ones) and responsibilities to personnel at **[alternate division or organization, and location]** if events render leadership or staff unavailable to support the execution of operations.

**[Insert office/title]** maintains responsibility for ensuring the currency of the Devolution Plan. This plan:

* Is located at **[insert location]**.
* Includes program plans, procedures, budgeting, and acquisitions, EFs, orders of succession and delegations of authority specific to the devolution site, interoperable communications, essential records management, staff, TT&E, and reconstitution.
* Identifies prioritized EFs, defines tasks that support, and resources to facilitate, those functions. The list of prioritized EFs for devolution is found at **[insert location]**.
* Includes a roster that identifies fully equipped and trained personnel who will be stationed at the designated devolution site and the authority to perform EFs and activities when the devolution option of the Continuity Plan is activated. The devolution personnel roster is found at **[insert location]**.
* Identifies events that might “trigger” devolution and specifies how and when control and direction of the operations will be transferred between entities. Devolution activation protocols are found at **[insert location or insert below]**.
* Lists or references the necessary resources (i.e., equipment and materials) to facilitate the immediate and seamless transfer of EFs to the devolution site. The list of necessary resources for devolution is found at **[insert location]**.
* Establishes and maintains reliable processes and procedures for acquiring the resources necessary to continue EFs and to sustain those operations for extended periods. The **[insert office/title]** is responsible for acquiring resources during a devolution situation. Acquisition processes and procedures are found **[insert location]**.
* Establishes and maintains the ability to restore, or reconstitute, authority to the primary organization upon termination of devolution.
* Outlines the devolution organization’s responsibilities to maintain situational awareness and ongoing communications with senior leadership and personnel.
* Provides an overview of procedures outlining workforce protection strategies to prevent the need to devolve. This may include strategies such as social distancing, telework, split shifts, or increased workplace hygiene.

## Transfer of Essential Functions

*[Outline the procedures for transferring responsibility for the implementation of operations to a different organization, facility, or geographically separated division within the primary organization.]*

# Plan Maintenance

## Evaluation

The [Company Name] Essential Records program includes [an annual/ other time frame] review of the program to address new security issues, identify problem areas, update information, and incorporate any additional Essential Records generated by new agency programs or functions or by organizational changes to existing programs or functions. The review is conducted by the [insert office]. The review provides an opportunity to familiarize staff with all aspects of the Essential Records program. It is appropriate to conduct a review of the Essential Records program in conjunction with the [Organization Name] continuity exercises. Documents confirming review of the Essential Records program are maintained by the [insert office] and are found at [insert location]. At a minimum, [Organization Name] Essential Records are annually reviewed, rotated, or cycled so that the latest versions will be available. Revisions & Updates

## Distribution

This plan will be distributed to **[Company employees]** by May 1 annually, and as needed otherwise.

*If desired, include:*

# Glossary

# Acronyms

# Record of Changes

**Suggested Record of Changes**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Record of Changes** | | | | |
| **Version** | **Date** | **Description of Change** | **Author** | **Approved by** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

# References to Related Policies & Procedures

* Emergency Response Plan (see Appendix 3 for sample plans, or can be standalone)
* Information Technology Disaster Recovery Plan (if not included in Business Continuity Plan)
* Crisis Communications Plan
* Employee Assistance Plan

## Property Conservation

*[Identify preparations before a forecast event such as severe weather. Identify how you will assess damage; salvage undamaged goods; and cleanup the building following an incident. Identify the contractors, equipment, and materials that would be needed. Update the resource table at the end of this plan.]*

# Appendix 1: Business Impact Analysis

*[Insert results of Business Impact Analysis. Identify Recovery Time Objectives for business processes and information technology. Identify Recovery Time Objective (RTO) for data and service restoration.]*

This section suggested to be completed for each Department, Function, Process, Service, etc. Analyzes impacts from loss of an essential operation, service, or function to determine Recovery Time Objective.

**Worksheet 1: Operational & Financial Impacts**

|  |  |  |
| --- | --- | --- |
| **Operation, Service, or Function**  *[Insert business essential operation, service, or function here.]* | | |
| **Timing / Duration** | **Operational Impacts** | **Financial Impact** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **Timing:** Identify point in time when interruption would have greater impact (e.g., season, end of month/quarter, etc.)  **Duration:** Identify the duration of the interruption or point in time when the operational and or financial impact(s) will occur.   * < 1 hour * >1 hr. < 8 hours * > 8 hrs. <24 hours * > 24 hrs. < 72 hrs. * > 72 hrs. * > 1 week * > 1 month | **Operational Impacts**   * Lost sales and income * Negative cash flow resulting from delayed sales or income * Increased expenses (e.g., overtime labor, outsourcing, expediting costs, etc.) * Regulatory fines * Contractual penalties or loss of contractual bonuses * Customer dissatisfaction or defection * Delay executing business plan or strategic initiative | **Financial Impact**  Quantify operational impacts in financial terms. |

***Note: Repeat this worksheet for each essential operational capability, service, or function.***

# Appendix 2: Insurance Coverage Discussion Form

*[Use this form to discuss your insurance coverage with your agent. Having adequate coverage now will*

*help you recover more rapidly from a catastrophe.]*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Insurance Agent: | |  | | | | |
| Address: | | | | | | |
| Phone: |  | | Fax: |  | Email: |  |

## Insurance Policy Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Type of Insurance** | **Policy No.** | **Deductibles** | **Policy Limits** | **Coverage**  **(General Description)** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Do you need flood insurance? | Yes |  | No |  |
| Do you need Business Income and Extra Expense Insurance? | Yes |  | No |  |
| Do you need Professional Liability Insurance? | Yes |  | No |  |
| Do you need Cybersecurity Insurance? | Yes |  | No |  |
| Do you need any additional industry-specific coverage? | Yes |  | No |  |

Other disaster related questions:

|  |
| --- |
|  |
|  |
|  |

***Repeat this form for each agent/brokerage if multiple.***

# Appendix 3: Computer Inventory Form

Use this form to:

* Log your computer hardware serial and model numbers. Attach a copy of your vendor documentation to this document.
* Record the name of the company from which you purchased or leased this equipment and the contact name to notify for your computer repairs.
* Record the name of the company that provides repair and support for your computer hardware.

Make additional copies as needed.

*Keep one copy of this list in a secure place on your premises and another in an off-site location.*

### Hardware Inventory List

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Hardware**  **(CPU, Monitor, Printer, Keyboard, Mouse)** | **Hardware Size, RAM & CPU Capacity** | **Model Purchased** | **Serial Number** | **Date Purchased** | **Cost** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# Appendix 4: Sample Emergency Response Plans

## Policy and Organizational Statements

*[Identify the goals and objectives for the emergency response plan. Define what your emergency response team is expected to do during an emergency (e.g., evacuate employees and visitors, provide first aid, etc.) Identify any regulations covered by your plan (e.g., OSHA, fire code, etc.).]*

## Evacuation Plan

Evacuation may be required if there is a fire in the building or other hazard. The evacuation team will direct the evacuation of the building and account for all employees outside at a safe location.

|  |
| --- |
| **Employees will be warned to evacuate the building using the following system:** |
|  |
| **Employees should assemble at the following location for accounting by the evacuation team:** |
|  |

(Post a map showing the location(s) in a conspicuous location for all employees to see.)

|  |
| --- |
| **Person who will bring the employee roster and visitor log to the evacuation assembly area to account for all evacuees. The evacuation team leader will be informed if anyone is missing or injured.** |
|  |

|  |  |
| --- | --- |
| **Evacuation Team** | **Name / Location** |
| Evacuation Team Leader |  |
| Floor Wardens (one for each floor) |  |
| Searchers (one per floor) |  |
| Stairwell and Elevator Monitors |  |
| Aides for Persons with Disabilities |  |
| Assembly Area Monitors (account for evacuees at the assembly area and inform incident commander if anyone is missing or injured) |  |

## Severe Weather/Tornado Sheltering Plan

If a tornado warning is issued, broadcast a warning throughout all buildings instructing everyone to move to shelter.

|  |  |
| --- | --- |
| **Shelter-In-Place Team Assignments** | **Name / Location** |
| Team Leader |  |
| Person to monitor weather sources for updated emergency instructions and broadcast warning if issued by weather services |  |
| Persons to direct personnel outside to enter the building |  |
| Persons to direct employees to designated tornado shelter(s) |  |

### Tornado Warning System & Tornado Shelter Locations

|  |  |
| --- | --- |
| Location of tornado warning system controls |  |
| Location of tornado shelters |  |

## Shelter-In-Place Plan (HazMat)

If warned to “shelter-in-place” from an outside airborne hazard, a warning should be broadcast and all employees should move to shelter.

|  |  |
| --- | --- |
| **Shelter-In-Place Team Assignments** | **Name / Location** |
| Team Leader |  |
| Direct personnel outside to enter the building; then close exterior doors |  |
| Shutdown ventilation system and close air intakes |  |
| Move employees to interior spaces above the first floor (if possible) |  |
| Person to monitor news sources for updated emergency instructions |  |
| Assembly Area Monitors (to account for evacuees at the assembly area) |  |

### Shelter-In-Place Shutdown of Ventilation System

|  |  |
| --- | --- |
| Location of controls to shutdown ventilation system: |  |
| Location of air handling units, fan rooms, or air intakes: |  |

## Lockdown Plan

**Persons trained to use the warning system to warn persons to “lockdown.”**

|  |  |
| --- | --- |
| **Name** | **Location** |
|  |  |
|  |  |
|  |  |

### Instructions for Broadcasting Warnings

*[Where to Access the Warning System (e.g., telephone, public address system, etc.)]*

*[Instructions for using the system]*

*[Warning Messaging, i.e. Color Codes or other descriptions]*

## Medical Emergency Plan

If a medical emergency is reported, dial 9-1-1 and request an ambulance. Provide the following information:

* Number and location of victim(s)
* Nature of injury or illness
* Hazards involved
* Nearest entrance (emergency access point)

Alert trained employees (members of the medical response team) to respond to the victim’s location and bring a first aid kit or AED.

**Personnel Trained to Administer First Aid, CPR, or use Automated External Defibrillator (AED)**

|  |  |
| --- | --- |
| **Name** | **Location / Telephone** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

**Locations of First Aid Kits and Automated External Defibrillator(s)**

|  |  |
| --- | --- |
| Locations of First Aid Kits and “Universal Precautions“ kit (used to prevent exposure to body fluids) |  |
| Locations of Automated External Defibrillator(s) (AEDs) |  |

**Procedures**

* Only trained responders should provide first aid assistance.
* Do not move the victim unless the victim’s location is unsafe.
* Control access to the scene.
* Take “universal precautions” to prevent contact with body fluids and exposure to bloodborne pathogens.
* Meet the ambulance at the nearest entrance or emergency access point; direct them to victim(s).

## Fire Emergency Plan

If a fire is reported, pull the fire alarm, (if available and not already activated) to warn occupants to evacuate. Then Dial 911 to alert Fire Department. Provide the following information:

* Business name and street address
* Nature of fire
* Fire location (building and floor or)
* Type of fire alarm (detector, pull station, sprinkler waterflow)
* Location of fire alarm (building and floor)
* Name of person reporting fire
* Telephone number for return call Evacuation team to direct evacuation of employees and visitors.

**Procedures**

* Evacuate building occupants along evacuation routes to primary assembly areas outside.
* Redirect building occupants to stairs and exits away from the fire.
* Prohibit use of elevators.
* Evacuation team to account for all employees and visitors at the assembly area.
* Meet Fire Department Incident Commander (IC). Inform the IC if everyone has been accounted for and if there are any injuries. Provide an update on the nature of the emergency and actions taken. Provide building floor plans, keys and other assistance as requested.
* Assign personnel to verify that fire protection systems are operating normally and to operate building utility and protection systems as directed by the fire department.

## Hazard or Threat-specific Annexes

Review the following list of hazards and identify those hazards that are foreseeable. Review the links to information provided within the Ready Business website [[www.ready.gov/business](http://www.ready.gov/business)] to develop specific emergency procedures. Revisit the Business Impact Worksheet and Insurance Coverage Discussion form as needed.

|  |  |
| --- | --- |
| **Natural hazards (geological, meteorological, and biological)**  **Meteorological Hazards**   * Flood, flash flood, tidal surge * Water control structure/dam/levee failure * Drought * Snow, ice, hail, sleet, arctic freeze * Windstorm, tropical cyclone, hurricane, tornado, * dust storm * Extreme temperatures (heat, cold) * Lightning strikes (Wildland fire following)   **Biological hazards**   * Foodborne Illnesses * Pandemic/Infectious/communicable disease (Avian flu, H1N1, etc.)   **Technology caused event**   * Utility interruption or failure (telecommunications, electrical power, water, gas, steam, HVAC, pollution control system, sewerage | **Human-caused events (accidental and intentional)**  **Accidental**   * Hazardous material spill or release * Nuclear Power Plant Incident (if located in proximity to a Nuclear power plan) * Explosion/Fire * Transportation accident * Building/structure collapse * Entrapment and or rescue (machinery, confined space, high angle, water) * Transportation Incidents (Motor Vehicle, Railroad, Watercraft, Aircraft, Pipeline)   **Intentional**   * Robbery * Lost Person, Child Abduction, Kidnap, * Extortion, Hostage Incident, * Workplace violence * Demonstrations, Civil disturbance * Bomb threat, Suspicious package * Terrorism |

# Appendix 5: Emergency Response Teams

Identify the members of emergency response teams not identified elsewhere.

* Facilities or building management staff familiar with building utility and protection systems and those who may assist with property conservation activities.
* Security
* Others trained to use fire extinguishers, clean up small spills of hazardous materials.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Team** | **Name** | **Location** | **Work Telephone** | **Home Cell Tel.** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## Public Emergency Services & Contractors

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Emergency Service** | | **Name** | **Work Telephone** | | **Home Cell** | |
| Fire Department |  | | |  | |  |
| Emergency Medical Services |  | | |  | |  |
| Police Department |  | | |  | |  |
| Emergency Management Agency |  | | |  | |  |
| Hospital |  | | |  | |  |
| Public Health Department |  | | |  | |  |
| State Environmental Authority |  | | |  | |  |
| National Response Center (EPA) |  | | |  | |  |
| Electrician |  | | |  | |  |
| Plumber |  | | |  | |  |
| Fire Protection Contractor |  | | |  | |  |
| Elevator Service |  | | |  | |  |
| Hazardous Materials Cleanup |  | | |  | |  |
| Cleanup / Disaster Restoration |  | | |  | |  |

## Warning, Notification & Communications Systems

The following systems are used to warn employees to take protective action (e.g., evacuate, move to tornado shelter, shelter-in-place, or lockdown) and provide them with information. The Communications capabilities enable members of our emergency team to communicate with each other and others.

|  |  |  |  |
| --- | --- | --- | --- |
|  | | **System** | **Location/Control Panel or Access Point** |
| **Warning System** | Fire Alarm |  |  |
| Public Address |  |  |
| Other (describe) |  |  |
| **Notification System** | Electronic |  |  |
| Telephone call tree |  |  |
| **Communications Capabilities** | Telephone |  |  |
| Two-way radio |  |  |

## Fire Protection Systems

Document the fire protection systems including the types of systems, location, area, or hazard protected, and instructions.

|  |  |  |
| --- | --- | --- |
| **System Type** | **Location** | **Access Point / Instructions** |
| **Sprinkler System** | Control Valve |  |
| Control Valve |  |
| Control Valve |  |
| **Fire Pump** |  |  |
| **Special Extinguishing Systems** | Computer Room |  |
| Kitchen |  |
| Manufacturing Area |  |

# Appendix 6: What Are The Costs?

The following will give you an idea of what it may cost to develop a disaster protection and business continuity plan. Some of what is recommended can be done at little or no cost. Use this list to get started and then consider what else can be done to protect your people and prepare your business.

No Cost

* Meet with your insurance provider to review current coverage.
* Create procedures to quickly evacuate and shelter-in-place. Practice the plans.
* Talk to your people about the company’s disaster plans. Two-way communication is central before, during and after a disaster.
* Create an emergency contact list, include employee emergency contact information.
* Create a list of critical business contractors and others whom you will use in an emergency.
* Know what kinds of emergencies might affect your company both internally and externally.
* Decide in advance what you will do if your building is unusable.
* Create a list of inventory and equipment, including computer hardware, software and peripherals, for insurance purposes.
* Talk to utility service providers about potential alternatives and identify back-up options.
* Promote family and individual preparedness among your co-workers. Include emergency preparedness information during staff meetings, in newsletters, on company intranet, periodic employee emails and other internal communications tools.

Under $500

* Buy a fire extinguisher and smoke alarm.
* Decide which emergency supplies the company can feasibly provide, if any, and talk to your co-workers about what supplies individuals might want to consider keeping in a personal and portable supply kit.
* Set up a telephone call tree, password-protected page on the company website, an email alert or a call-in voice recording to communicate with employees in an emergency.
* Provide first aid and CPR training to key co-workers.
* Use and keep up-to-date computer anti-virus software and firewalls.
* Attach equipment and cabinets to walls or other stable equipment. Place heavy or breakable objects on low shelves.
* Elevate valuable inventory and electric machinery off the floor in case of flooding.
* If applicable, make sure your building’s HVAC system is working properly and well-maintained.
* Back up your records and critical data. Keep a copy offsite.

More than $500

* Consider additional insurance such as business interruption, flood, or cybersecurity.
* Purchase, install and pre-wire a generator to the building’s essential electrical circuits. Provide for other utility alternatives and back-up options.
* Install automatic sprinkler systems, fire hoses and fire-resistant doors and walls.
* Make sure your building meets standards and codes. Consider a professional engineer to evaluate the wind, fire or seismic resistance of your building.
* Consider a security professional to evaluate and/or create your disaster preparedness and business continuity plan.
* Upgrade your building’s HVAC system to secure outdoor air intakes and increase filter efficiency.
* Send safety and key emergency response employees to trainings or conferences.
* Provide a large group of employees with first aid and CPR training.

# Appendix: 7: Hurricane Preparedness

The following provided by DisasterSafety.org [<https://disastersafety.org/hurricane/how-to-protect-your-business-from-hurricanes/>].

Protecting your business from severe weather such as hurricanes not only requires resilient materials and building systems to withstand the elements—proper maintenance is also necessary to keep the building in good condition so that it performs as expected.

Address these vulnerable areas of your commercial property to maintain their strength, durability, and functionality. Keep in mind - employees may need time to prepare their home as well.

*Note: All do-it-yourself maintenance guidance outlined in this article is to be completed under safe operating conditions. If fall protection is not available, it is best to hire a licensed contractor.*

### Ensure your roof is in good condition

The roof cover is one of the most vulnerable components of a building when exposed to the elements of a hurricane. Routine maintenance can prolong the life of your roof cover and can reduce roof damage during an event.

* Plan several inspections throughout the year to monitor the condition of your roof cover, particularly around season changes and after storms.
* Look for tears, bubbles, cracks, and ponding water.
* Remove excess debris and inspect for loose or missing materials regularly, and after any roof contractor does work on the roof.

Consider hiring a licensed roof contractor to conduct a scheduled preventative maintenance plan.

Learn more about how to inspect and maintain your roof [<https://disastersafety.org/hail/how-to-inspect-and-maintain-your-commercial-roof/>].

### Perimeter Flashing

Roof flashing refers to the strips of metal or other material installed around the roof edge where the roof cover meets the wall. When the flashing is compromised, it leaves important building systems including the roof cover vulnerable to the elements (such as wind-driven rain) which can cause significant damage.

* Check for loose or ill-fitted perimeter flashing, which greatly increases the potential for roof cover failures.
* Hire a contractor to repair loose or damaged flashing per the manufacturer instructions/ guidance.

### Roof-Mounted Equipment

During a high-wind event, unsecured equipment is subject to sliding, lifting, and overturning. This can cause significant damage to a roof cover and water intrusion.

* Securely attach equipment to a curb that is attached to the roofing structure. Inspect equipment for any loose or missing connections.
* Inspect for loose flashing around roof-mounted equipment, curbs, and roof hatches, which could lead to potential failures of the unit’s structure and water intrusion.
* Clear all debris around and under roof-mounted equipment. Debris can cause water to pond, which could cause costly damage to the roof and interior.
* Ensure service panels have all fasteners in place, so panels do not become dislodged.

### Skylights

When damaged or not properly attached, skylights can cause a breech in the building envelope, leading to significant interior damage.

* Regularly inspect skylights for cracks and leaks; also inspect securements to the curb and address any rotting.
* Hire a contractor to repair or replace damaged skylights.

### Signs and Accessories

Outdoor signs and accessories (such as inventory) can become windborne debris if not adequately secured or stored.

* Throughout the year and after storms, inspect outdoor signs to ensure connections function properly, have no missing bolts or screws, and are free from rust.
* Before a storm, verify that sign connections are adequate or remove the sign and properly store.
* Store outdoor inventory in a safe location protected from high winds.

### Packaged Terminal Air Conditioners (PTAC)

For some commercial properties such as hotels, the use of PTAC units is very common. Before a storm, check these units to make sure they are properly installed and will be able to resist wind-driven rain. Costly damage can be caused by the leakage of these units.

* Ensure all PTAC units are tilted towards the outside of the building. IBHS research found that internally tilted PTAC units can cause interior water damage from wind-driven rain. Hire a contractor to fix the unit.
* Inspect the weather stripping between the PTAC unit and sleeve to ensure it has been installed correctly and consistently—otherwise, this can increase the risk of water entry.
* Examine caulking around PTAC units to determine if any damage or improper caulking has occurred.

### Lightning Protection Systems

Lightning protection systems can serve as defense against dangerous lightning strikes to your building. However, if they are not properly attached, they are no longer capable of providing the intended protection; this also can cause damage to other structures or roof components during a hurricane. Proper maintenance of these systems can help prevent tears or other significant damage to your roof cover.

* During routine inspections, check the lightning protection system by gently pulling on the securements and conductor poles. If they are loose or disconnected, hire a licensed contractor.
* If replacement or a new cable connector is required, install a closed loop connector rather than a conventional 3-prong connector. If the metal conductor cable becomes loose from its securement, it can be dragged or slammed against the roof membrane.

|  |  |
| --- | --- |
| **Closed Loop Connector**  **[https://disastersafety.org/wp-content/uploads/2019/05/closed-loop-connector-300x195.png](https://disastersafety.org/wp-content/uploads/2019/05/closed-loop-connector.png)** | **3-Prong Connector**  **[https://disastersafety.org/wp-content/uploads/2019/05/3-prong-connector-300x202.png](https://disastersafety.org/wp-content/uploads/2019/05/3-prong-connector.png)** |

*Learn more from the Lightning Protection Institute (LPI) at lightning.org [*<https://lightning.org/>]

### Backup Power

An onsite generator is a critical defense against electrical interruption and business downtime. A generator is an independent source of electricity that powers important electrical utilities when the normal power supply is not active.

* Business and building owners should always operate and maintain generators in accordance with manufacturer recommendations, including periodic testing and refreshing of fuel (for portable generators).
* Store portable generators in a dry location when they are not in use.
* Only operate portable generators outside in a well-ventilated area. Operation in a garage or similar setting, which might seem ventilated, is strongly discouraged and is one of the leading causes of carbon monoxide poisoning.

### Commercial Doors

Commercial doors are common on commercial properties and play an imperative role in productivity. When damaged by wind or debris, these doors can lead to costly roof and interior damage.

* Inspect the brackets that connect the door frame to the structure. Ensure they are tightly secured, not missing any bolts or nuts, and are not broken.
* Examine all the elements of the panels for dents, damage, warping and/or rusting. If significant, hire a contractor to fix or replace the commercial door.
* Consider contacting a commercial door contractor to determine if your doors are properly wind rated. Retrofit improvements can be cost-effective.
* If your door is not a wind-rated door, there are ways to reinforce it temporarily with a brace.

Windows and Shutters

Keeping wind and water out of your business is key to survival during a hurricane. All windows and glass in doors should be properly protected with impact-rated glass or a shutter system. Proper maintenance ensures the strength and easy deployment of these protection systems well before landfall of a storm.

* When conducting regular inspections, check impact-rated windows for any damage or ill-fitted gaskets. This could lead to water infiltration and other costly damages. Hire a contractor to fix damaged gaskets.
* Inspect the connections of permanent shutters. Ensure all fasteners are properly embedded into the structure and that shutters are tightly attached.
* Regularly test that all shutters operate properly. This will ensure the shutters will deploy prior to a landfall.
* Store and maintain all temporary shutters, such as plywood, flat and in a dry location.
* Plywood should only be used as a last resort. If you’re forced to use plywood, be sure it’s at least ¾ inch thick.

### Additional recommendations:

* Check your drainage systems.
* Ensure all outdoor drains are clear and free of debris.

# Appendix 8: COVID-19 Pandemic Planning Considerations

Organizations should abide by emergency orders, applicable statutes, and public health guidelines and prioritize employee and community safety and well-being. Refer to the Centers for Disease Control and Prevention (CDC) for COVID-19 guidance and protective measures [<http://www.cdc.gov/coronavirus/2019-ncov>].

**Measures an organization may need to consider include:**

* Prepare for a resurgence or additional “waves” of the virus and identify mitigation measures.
* Continue utilization of telework and other workforce fexibilities. Telework.gov [<http://www.telework.gov/>] provides telework guidance and resources for the Federal government and may be helpful to others.
* Incorporate social distancing measures, including limiting building capacities, staggering shifts, closing common areas, rotating “office days” for shared offices, installing physical barriers, and limiting non-essential travel.
* Allow high-risk/vulnerable individuals additional flexibility or continue isolation without repercussions.
* Acquire cleaning supplies, masks/face coverings and gloves, and implement personal protective policies or measures (handwashing, hand sanitizer, etc.) to limit the spread of the virus and protect employees and customers.
* Conduct health screenings to monitor employee wellness and prevent further infections and develop or revise human resource policies to detail processes for sick employees or family members, as well as those exposed to the virus or showing symptoms.
* Intensify cleaning, sanitizing, disinfection and ventilation activities according to CDC and the Occupational Safety and Health Administration (OSHA) guidance:
  + CDC [[http://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html]](http://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html%5d)
  + OSHA [<http://www.osha.gov/SLTC/covid-19>]

## Private Sector Considerations

Restarting a business may be challenging, and an organization’s reconstitution plan may need to balance health and financial concerns. Customers will need to feel safe enough to venture out. Organizations will be more likely to succeed if they take serious preventive measures and can demonstrate that they are safe. Organizations should keep up to date with federal, state and local mitigation recommendations, and clearly communicate these updates and measures with employees and stakeholders. Additional private sector considerations include:

* Consider applying for a disaster loan. The Small Business Administration (SBA) offers disaster assistance in the form of low-interest loans to businesses, renters, and homeowners: [<http://www.sba.gov/disaster-assistance/coronavirus-covid-19>].
* Contact customers, vendors and suppliers to determine demand or potential supply issues.
* Review insurance policies to determine eligibility for coverage of business interruption or loss.
* Establish online commerce platforms, train staff to operate in an e-commerce environment, and adjust business models for a new economy.

## Additional Resources for COVID-19

* White House Opening Up America Again Guidelines
  + [<http://www.whitehouse.gov/openingamerica/>]
* FEMA Exercise Starter Kit for Workshop on Reconstituting Operations
  + [<https://www.fema.gov/media-library/assets/documents/188077>]
* Coronavirus.gov (White House/CDC/FEMA):
  + [<http://www.coronavirus.gov>]
* U.S. Department of Health and Human Services:
  + [<http://www.hhs.gov/coronavirus>]
* U.S. Centers for Disease Control and Prevention (CDC):
  + [<http://www.cdc.gov/coronavirus/2019-ncov>]
* FEMA COVID-19 Response: www.fema.gov/coronavirus
  + [<http://www.fema.gov/coronavirus>]
* U.S. Office of Personnel Management:
  + [<http://www.opm.gov/policy-data-oversight/covid-19/>]
* National Institutes of Health:
  + [<http://www.nih.gov>]
* U.S. Department of Labor: www.dol.gov/coronavirus
  + [<http://www.dol.gov/coronavirus>]
* Occupational Safety and Health Administration: www.osha.gov/
  + [<http://www.osha.gov/>]
* General Services Administration (GSA):
  + [<http://www.gsa.gov/governmentwide-initiatives/emergency-response/covid19-Coronavirus>]

* *This page left intentionally blank.*