



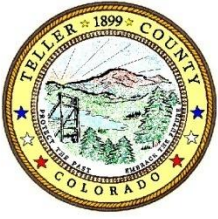
READY YOUR BUSINESS

BUSINESS CONTINUITY PLANNING GUIDEBOOK



Teller County Office of Emergency Management

**112 N "A" Street
Cripple Creek, CO 80813
(719) 492-7990**



Teller County Office of Emergency Management

Every year emergencies take their toll on business and industry. These unplanned events can cause deaths or significant injuries to employees, customers or the public. Teller County businesses can limit the impacts of major interruptions that can disrupt normal operations.

Business interruptions can be caused by physical or environmental damage, or threaten the facility's financial standing or public image. By following this guide's **12-Point Program for Success** with advice on how a business can begin developing a Business Continuity Plan, you can **Ready Your Business** against potential emergencies such as:

- Fire
- Hazardous or Chemical release incident
- Flood or Flash Flood
- Winter Storm
- Earthquake
- Communications Failure
- Radiological or Explosive accident
- Civil Disturbance
- Loss of Key Supplier, Customer or Employee
- Data Loss or Compromise
- Pandemic
- Terrorist Event

The **Ready Your Business** guide to a **12-Point Program for Success to Business Continuity Planning** can be used by small or large organizations as well as from any type of industry. It is intended to assist the planner who may not have in-depth knowledge of emergency management or continuity planning.

Acknowledgements: Information used in this guide was compiled from various sources including U.S. Department of Homeland Security, Institute for Business & Home Safety, and Emergency Management Guide for Business & Industry, SBA, Pinellas County, FL, American Red Cross and ASIS International-Business Continuity Guideline.

The approaches in this guide are recommendations only, not regulations. There are no reporting requirements. Following these principles will not ensure compliance with any Federal, State or local codes or regulations that may apply to your facility or industry.

12-Point Program For Success to Business Continuity Planning

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Identify who needs to be on the “team” to effectively represent the organization		
<u>#2 Continuity of Authority</u>	Page	2-4
Designating the chain of authority within the organization and departments		
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Assist the planner in determining a priority and procedure for each potential business interruption by assessing risks and hazards. Evaluating the cost of downtime		
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Evaluate each department or area of the organization to identify resources and capabilities. Identify what external resources are available to the planner and the organization in planning and response		
<u>#5 Vulnerability Assessment</u>	Page	9-10
Planning should include an ALL hazard analysis to identify types of emergency. Complete a Vulnerability Assessment		
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Determine each “function” that generates revenue or is essential to normal business operations. Identify what functions must be operating for recovery. Recognize the most critical, time sensitive and analyze cost of downtime		
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Review what you should know about your employees, how to communicate, train and prepare for unexpected events.		
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Most business rely on an insurance policy to carry them through a disaster. Find out what may save your business from permanent closure.		
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Identify what is “vital” to normal business operations.		
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Protect against the number-one business interruption by developing a backup program and offsite storage procedure with a data recovery program. Establish procedures to safeguard data against outside attacks and employee error. Protect your business against compromised personal information. Test the plan.		

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READY YOUR BUSINESS

Business Continuity Plan For:

Legal Business Name:

Local Address:

City, State, Zip:

Telephone Number / Website:

After Hours Emergency Number:

Corporate Headquarters Address:

City, State, Zip:

Telephone Number / Email:

After Hours Emergency Number:

PRIMARY EMERGENCY MANAGER

The following person is the **PRIMARY EMERGENCY MANAGER** and will serve as the company spokesperson in an emergency.

Primary Contact Person (1)

Address:

City, State, Zip:

Phone Number / Email:

Assumes command

Assess the situation

Activate emergency procedures

Coordinates employee communications

Other – Describe: _____

1 CREATING A PLANNING TEAM:

The following people will participate in emergency planning and crisis management.

❖ **Team Leader:** (Name /Title/Department)

❖ (Name /Title/Department)

❖ (Name /Title/Department)

❖ (Name /Title/Department)

#2 CONTINUITY OF AUTHORITY

If the **PRIMARY EMERGENCY MANAGER** is unable to manage the crisis, the person below will succeed in management:

Alternate Contact Person (2):

Address:

City, State, Zip:

Phone Number/Email:

Assumes command

Assess the situation

Activate emergency procedures

Coordinates employee communications

Other/ Describe: _____

If **ALTERNATE CONTACT (2)** is unable to manage the crisis, the person below will succeed in management:

Alternate Contact Person (3):

Address:

City, State, Zip:

Phone Number/Email:

Assumes command

Assess the situation

Activate emergency procedures

Coordinates employee communications

Other/ Describe: _____

If **ALTERNATE CONTACT (3)** is unable to manage the crisis, the person below will succeed in management:

Alternate Contact Person (4):

Address:

City, State, Zip:

Phone Number/Email:

Assumes command

Assess the situation

Activate emergency procedures

Coordinates employee communications

Other/ Describe:

LOCATION EMERGENCY CONTACT INFORMATION

Dial 9-1-1 in an Emergency for Local or Isolated Emergencies

Local Police:

Local Fire:

Local Ambulance Service:

Hospital (Insurance Preferred):

Hospital (closest):

Insurance Provider/Agent:

- Contact Phone

- Policy Number:

- Headquarter Phone/Contact:

Telephone Company:

Gas/Heat Company:

Electric Company:

Water Company:

Building/Property Manager:

Building Security:

Division of Homeland Security:

Local SBA Small Business Administration Office:

FEMA Federal Emergency Management Regional Office:

Region XIII

Denver Federal Center

Bldg 710, Box 25267

Denver, CO 80225

(303) 235-4800

Media:

- Newspaper:

- Radio:

- Television:

#3 IDENTIFY RISKS/HAZARDS

Considering factors from these areas, the following events could impact our business: Create a plan based on the probability of each risk/hazard.

- ❖ Historical / Geographic
- ❖ Technological / Cyber
- ❖ Human Error / Health / Disruption in leadership....
- ❖ Loss of key customer or vendor
- ❖ Physical
- ❖ Regulatory
- ❖ Natural
- ❖ Power/Gas/Water

Sample Business Impact Analysis

Business Interruption	Impact on Operations	Possible Responses
You cannot get to your facility (e.g., road is blocked)	No Operations	
Utility service is down (e.g., no power, or water)	Depending on your operations and facility, your operations may be completely shut down or limited	
	You may have to send your staff home with/without pay	
	You may be able to notify your customers and continue to receive supplies	
	You may be able to continue your operation if you have backup utilities	
A critical piece of equipment has been destroyed	You may have to cease operations; you may be able to continue some minimal operations	
Computer network has been damaged or destroyed	You have lost all historical, current and operating data as well as financial records and employee information	

Business Impact Analysis

Consider ALL types of events, including natural and catastrophic that could have an impact on normal business operations.

Business Interruption	Impact on Operations	Possible Responses

4 INTERNAL RESOURCES AND CAPABILITIES / EXTERNAL RESOURCES

INTERNAL: These resources are available internally to assist with emergency planning, response and recovery.

Create a list of backup systems such as equipment, data, employee training (cross training), communications that can be identified as a resource for planning, response or recovery

- ❖ Equipment:
- ❖ Facilities:
- ❖ Organizational:
 - Training
 - Evacuation Plan
 - Employee Support Systems
 - Other / Describe:

Type of Resource	Location / Department	Point of Contact

EXTERNAL Resources are available externally to assist with emergency planning, response and recovery:

Identify the type of EXTERNAL resource and provide a contact list for planning

- SBA
- Disaster Recovery Specialist
- Trade Associations
- First Responders – Fire, Law Enforcement
- Utilities
- Industry, business, financial, insurance
- Infrastructure / Communications
- Transportation
- Federal, State, regional and local governments
- Trade associations
- ◆ Media
- ◆ Academic community (universities)
- ◆ Community/faith-based organizations

Organization/ Type	Resource Available	Point of Contact

#5 VULNERABILITY ASSESSMENT

Complete the “Vulnerability Assessment” chart using a ranking system of 5 to 1. Total each column, the LOWER the score - the better.

1. Select a minimum of three risks/hazards to complete the assessment.
2. Estimate the probability based on historical and other known facts.
3. Assess the potential human impact by estimating the possibility of death or injury.
4. Assess the potential property impact considering the potential losses and damages
 - a. Cost to replace
 - b. Cost to set up temporary replacement
 - c. Cost to repair
5. Assess the potential business impact considering:
 - a. Business interruption
 - b. Employees unable to report to work
 - c. Customers unable to reach the facility
 - d. Company in violation of contractual agreements
 - e. Imposition of fines and penalties or legal costs
 - f. Interruption of critical supplies
 - g. Interruption of product distribution
6. Assess Internal and External Resources
 - a. Do we have the needed resources and capabilities to respond?
 - b. Will external resources be able to respond to us for this emergency as quickly as we may need them, or will they have other priority areas to serve
 - c. Total the Columns

Information gathered from the Vulnerability Assessment could be used to complete portions of the risk/hazard, internal and external resources and capabilities sections of the plan.

Vulnerability Assessment Worksheet

Type of Risk\Hazard	Probability	Human Impact	Property Impact	Business Impact	Internal Resources	External Resources	TOTAL	Probability x Total
	High Low 5 → ← 1	High Impact 5 → ← 1 Low Impact			Weak 5 → ← 1 Strong Resources		Weighted Measure for Planning	

6 ESSENTIAL BUSINESS FUNCTIONS

- ❖ What are the most critical and time-sensitive business functions?
 - Overall
 - By department / area
- ❖ How much downtime can be tolerated for each identified business function?
- ❖ Which business functions are necessary to fulfill my legal and financial obligations and maintain cash flow?
- ❖ Which business functions are essential to maintain my market share and reputation, or to strategically adjust to changed circumstances?

Complete for EACH function in every department

BUSINESS FUNCTION: _____

Priority: H MEDIUM LOW

Employee in Charge:

Timeframe or Deadline:

Money Lost or Fine Imposed if not done:

Who performs this function? List all that apply.

Employee (s):

Vendor (s):

Key Contacts:

Who provides the input to those who perform the function? List all that apply.

Employee(s):

Vendor(s):

Key Contacts:

BUSINESS FUNCTIONS

Essential Function	Loss Potential	Function Classification	Recovery Personnel

- Make a list of all Essential Functions
- Conduct interviews with each function manager
- Identify loss potential of not performing the function
 - Classify Functions
 - Mission Critical
 - Directly tied to profits
 - Crucial to the success of business continuity
 - Business Critical
 - Necessary to resume Mission Critical
 - Supports normal operations
 - Customer Critical
 - Product / service to meet customer expectation or perception
 - Provide updated information
- Assign KEY PERSONNEL responsible to recover each function
- Determine recovery timeframe to meet business or regulatory requirements per function

MISSION ESSENTIAL FUNCTION SURVEY

Mission Essential Function	Critical Restoration Time	Minimum Staff Required	Business Critical Human, Equip & Supply Resources Available	Additional Resources Needed	Space Required at Alternate Facility	Name/Phone of KEY Response Person

Survey Questions

1. List your mission-critical activities or functions in priority order
2. For each mission-critical function identify the critical restoration time period (e.g., 24 hours, 3 days, 2 weeks, etc)
3. Identify the minimum of staff needed to operate (possibly at an alternate facility) for each mission-critical function
4. Identify resources available for this function (possibly to be moved to an alternate facility)
5. Identify any additional resources needed for each mission-critical function (partly to help determine space requirements at alternate facility)
6. If planning to use an alternate facility, specify amount of space required
7. Identify by name, position and telephone number the KEY person responsible for each function

ESSENTIAL BUSINESS SUPPORT SERVICES:

VOICE/DATA COMMUNICATIONS

Type of Service:

<input type="checkbox"/> Telephone	<input type="checkbox"/> Fax Machine	<input type="checkbox"/> PC Data Communications
<input type="checkbox"/> Two-way Radio & Pager	<input type="checkbox"/> Cell Phone	<input type="checkbox"/> PBX w/ACD
<input type="checkbox"/> Other Explain: _____		

(Private Branch Exchange w/Automatic Call Distribution)

Description and Model:

Status: Currently in use Lease/buy for recovery location

Voice Communications Feature:

<input type="checkbox"/> Voice Mail	<input type="checkbox"/> Conversation Recorder	<input type="checkbox"/> Speaker	<input type="checkbox"/> Conference
<input type="checkbox"/> Other Explain: _____			

Data Communications Features:

<input type="checkbox"/> Cable	<input type="checkbox"/> DSL	<input type="checkbox"/> Dial-UP	<input type="checkbox"/> T-1
<input type="checkbox"/> Other Explain: _____			

Quantity:

Primary Supplier/Vendor:

Alternate Supplier/Vendor:

Recovery Install Location: Now identify “types” of training and / or drills that would benefit your employees and organization. **Complete Training Drills and Exercises** – annual planning calendar and distribute to KEY responders and employee

EQUIPMENT/MACHINERY/VEHICLES

Include tools and spare parts to operate equipment required to perform **essential business functions**.

Item:

Model:

Serial Number or Part Number:

Status: Currently in Use Lease/buy for recovery location

Primary Vendor/Supplier:

Alternate Vendor/ Supplier:

Recovery location for installation or delivery:

Related business function:

Backup Available: Yes No

Order or lead-time for replacement:

Item:

Model:

Serial Number or Part Number:

Status: Currently in Use Lease/buy for recovery location

Primary Vendor/Supplier:

Alternate Vendor/ Supplier:

Recovery location for installation or delivery:

Related business function:

Backup Available: Yes No

Order or lead-time for replacement:

#7 HUMAN RESOURCES – EMPLOYEE/OWNER CONTACT

Name:

Call Order or Key Person #

Position / Department:

Key Responsibilities:

Shift / Schedule:

Miles from Home:

Home Address:

City, State, Zip:

Cell Phone: H

Home Phone:

Office Phone: Fax/Other:

Home Email: Office

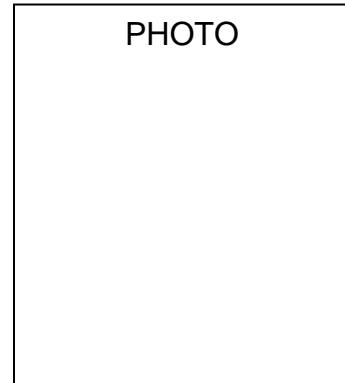
Email:

Emergency Contact: Rela

tionship:

Emergency Contact Phone:

Alt. Phone



OUT OF STATE EMERGENCY CONTACT

Emergency Contact: Rela

tionship:

Emergency Contact Phone:

Alt. Phone

Certifications/Training/Resources:

- | | |
|---|--|
| <input type="checkbox"/> First Aid / CPR / CCR | <input type="checkbox"/> Other Language(s) |
| <input type="checkbox"/> Emergency Medical Technician (EMT) | <input type="checkbox"/> HAM Radio |
| <input type="checkbox"/> Military _____ | <input type="checkbox"/> C.E.R.T. |
| <input type="checkbox"/> er: 4x4 | <input type="checkbox"/> or off road vehicle |

Special Needs – (Voluntary Disclosure):

EMPLOYEE EMERGENCY CONTACT INFORMATION

The following is a list of co-workers and individual emergency contact information: Include an **OUT OF STATE** emergency contact number for each employee.

Co-worker	Emergency Contact Information	Co-worker	Emergency Contact Information

EMPLOYEE SUPPORT

Services to consider for employee support after an emergency:

- ❖ Cash advances
- ❖ Salary continuation
- ❖ Flexible work hours
- ❖ Reduced work hours
- ❖ Crisis counseling
- ❖ Care Packages
- ❖ Child Care
- ❖ Temporary Family Housing

EMPLOYEE TRAINING

We will communicate our emergency plans with co-workers /employees:

- New Hire Orientations
- Train Evacuation, Assembly, Shelter, All Clear and Shutdown Managers
- Cross-train on equipment processes – introduce new equipment
- Provide employees with information to develop a family preparedness plan
- Establish an Emergency “call-in” number
- Test the “call down” tree network

In the event of a disaster we will communicate with employees in the following way (Prioritize all **facility communications** and determine which should be restored first in an Emergency):

- | | | | | | |
|-----|-----|-----------------------|-----|-----|----------------------------|
| ___ | ___ | Messenger | ___ | ___ | Dial-up Modems |
| ___ | ___ | Telephone/Cell Phone | ___ | ___ | Local Area Networks (LANS) |
| ___ | ___ | Two-way Radio | ___ | ___ | Hand Signals |
| ___ | ___ | FAX Machine | ___ | ___ | HAM Radio |
| ___ | ___ | Microwave / Satellite | ___ | ___ | Text Messaging |

Drills / Training / Exercise Schedule

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Fire/Evacuation Drill									National Preparedness Month			
Employee Orientation/Review												
Management Orientation/Review												
Department Tabletop Exercise												
Response Team Tabletop Exercise												
Emergency Call Down Procedures												
Walk-through Drill												
Functional Drill												

12-Point Program for Success Development Workshops Schedule

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
#1 Creating a Planning Team #2 Continuity of Authority				Training					Training			
#3 Risks and Hazards #4 Internal Resources and Capabilities/ External Resources												
#5 Vulnerability Assessment #6 Essential Business Functions												
#7 Human Resources: Employee/Owner Contacts #8 Workplace Evacuation & Sheltering Plan												
#9 Workplace Emergency Supply Kit #10 Insurance Coverage Review												
#11 Vital Records #12 Data Protection/Storage/Recovery												

#8 EVACUATION PLAN FOR (insert address) LOCATION

- We have developed plans in collaboration with neighboring businesses and building owners to avoid confusion or gridlock.
- We have located, copied and posted building and site maps.
- Exits and Evacuation routes are clearly marked.
- We will practice evacuation procedures _____ times per year
- We have identified conditions for which an evacuation is necessary
- Established procedures to account for non-employees/suppliers/customers/clients
- Building-Evacuation Wardens have been identified and trained
- Designated personnel to continue or shut down essential operations while an emergency is underway with the ability to recognize when to abandon a given task.

If we must leave the workplace quickly:

WARNING SYSTEM Type / Procedure:

We will test the warning system and record results ____ times a year.

EVACUATION MANAGER:

Alternate Evacuation Manager:

Responsibilities Include:

Assembly Area:

ASSEMBLY AREA MANAGER:

Alternate Assembly Area Manager:

Responsibilities Include:

ALL CLEAR SIGNAL:

ALL CLEAR MANAGER:

All-Clear Alternate Manager:

Responsibilities Include:

CRITICAL DATA MANAGER:

Alternate Critical Data Manager:

Responsibilities Include:

EVACUATION “GO BOX” – Recommended contents stored in a fire-proof/ waterproof secure container.

- Copy of emergency contact list of employees and key customers/clients including all phone numbers.
- Voice mailbox # and remote password information and instructions so you can change messages as needed providing information to employees so they can call in for instructions.
- Copy of insurance policies, agent and home office contact information
- Copy of emergency vendors (contractors, plumbers, electricians, restoration contractors, etc) Verify emergency payment arrangements.
- Credentials or authorization to re-enter the workplace or relocation area
- Back up files / tapes of electronic data
- Copy of essential policies, emergency procedures, Business Continuity Plan ..
- Pictures of the facility – inside and out. This includes home-based businesses.
- Documentation required for an **SBA Disaster Loan** or other type of assistance that might become available and may include (consult a local SBA Loan Professional)
 - Corporations/Partnerships: Copy of 3 years tax returns / 1 year personal tax returns on principles
(Affiliates with greater than 20% interest) 1-year tax return on affiliated business entity.
 - Sole Proprietorships: Copy of 3 years tax returns with Schedule C
 - Copy of Current Profit and Loss Statement (within 90 days)
 - Copy of Listing of aged accounts receivables/payables
 - Copy of Listing of Inventory
 - Copy of Schedule of Liability
 - Copy if Balance sheet (as recent as possible)
- Other:
- Other:

SHELTER-IN-PLACE PLAN FOR (INSERT Address)

We have talked to co-workers about which emergency supplies, if any, the company will provide in the shelter location and which supplies individuals might consider.

We will practice sheltering procedures _____ times per

If we must leave the workplace quickly:

WARNING SYSTEM Type / Procedure:

We will test the warning system and record results ____ times a year.

STORM SHELTER LOCATION:

"Seal the Room" Shelter Location:

SHELTER MANAGER:

Alternate Shelter Manager:

Responsibilities Include:

ALL CLEAR Signal:

ALL CLEAR MANAGER:

Alternate All-Clear Manager:

Responsibilities Include:

FACILITY SHUTDOWN

What conditions necessitate a shutdown?

Who is authorized to order a shutdown?

SHUTDOWN MANAGER:

Alternate Shutdown Manager:

Responsibilities Include:

RECOVERY LOCATION

Recovery Location:

Street Address:

City, State, Zip:

Building Owner/Manager:

Phone:

Alternate Phone:

Email:

Pager:

Directions to recovery location (include map if available)

Business functions to be performed at recovery location:

Employees who should go to recovery location:

If this location is not accessible we will operate from location below:

Alternate Location Name:

Address:

City/State/Zip:

Telephone Number / Email:

Security Badges / Access Codes required for alternate location/ Procedure for security processing

** Maintain a copy of the alternate/recovery location's lease/rental agreement or occupancy details as part of this plan.

RECOVERY-LOCATION SUPPLIES

Supply items that are necessary for essential equipment such as cartridges, fluids, special forms and checks that may be available at a recovery location.

Item	Item Order Number	Quantity	Supplier/Vendor	Related Business Function

MISCELLANEOUS RECOVERY-LOCATION RESOURCES

Item	Quantity	Primary Supplier/Vendor	Alternate Supplier/Vendor	Recovery Install Location
Chairs				
Desks				
Extension/ drop cords, surge protectors and power strips				
File Cabinets				
Mail Containers				
Portable air conditioners/ fans				
Safes				
Tables				
Waste Baskets				
Other				
Other				
Other				
Other				

9 WORKPLACE EMERGENCY SUPPLY LIST:

Indicate who is responsible for maintaining the suggested item(s) at the workplace

Preferred: One complete 72-hour kit per every 5 employees

Minimal: One basic 8-hour kit per employee

Company	Employee	Supply Item
		WATER. Amounts for portable kits will vary. Individuals should determine what amount they are able to store comfortably and to transport to other locations. <u>If it is feasible, store one gallon of water per person per day</u> for drinking and sanitation. Store in plastic containers or use commercially bottled water.
		FOOD and UTENSILS, at least one-to-three-day supply of non-perishable food that could include ready-to-eat meats, juices, high-energy foods such as granola or power bars.
		NOAA WEATHER ALERT BATTERY-POWERED RADIO and extra batteries. AM/FM Radio or Hand-Crank Powered
		Working SMOKE DETECTORS, FIRE EXTINGUISHER, CARBON MONOXIDE DETECTOR.
		BLANKETS/PILLOWS/SLEEPING BAG.
		FLASHLIGHT and extra batteries or hand crank / LIGHT STICKS. Do not use candles/open flame during an emergency.
		WHISTLE for emergency signal. Ready to hang around neck.
		DUST or FILTER MASKS, readily available in hardware. N95 mask recommended for preventing inhalation of airborne particles.
		MOIST TOWELLETES or BABY WIPES for sanitation
		TOOLS - WRENCH or PLIERS to turn off utilities, BROOM, SHOVEL, HAMMER and WORKING GLOVES.
		CAN OPENER for food (if kit contains canned items).
		PLASTIC SHEETING and DUCT TAPE to “seal the room” for sheltering in place.
		MEDICATIONS to include prescription and non-prescription medications such as pain relievers, stomach remedies and etc.
		FIRST-AID SUPPLIES An assortment of bandages, ointments, gauze pads, cold/hot packs, tweezers, scissors and sanitizer.
		PERSONAL HYGIENE items to include at least one CHANGE OF CLOTHING / SHOES / OUTERWARE. GARBAGE BAGS and plastic ties for personal sanitation
		PAPER SUPPLIES note pads, markers, pens, pencils, plates, napkins, paper towels and etc.
		CAMERA - disposable camera to record damage.
		CASH/ATM and CREDIT CARD - Keep enough cash for immediate needs in small denominations.
		EMERGENCY CONTACT PHONE LIST.
		MAP and OTHER.....

CAR SURVIVAL AND EMERGENCY SUPPLY LIST:

Maintain a minimum of ½ tank of gas

- ❑ Tools needed to change a flat tire
- ❑ Jumper cable
- ❑ Road-emergency flares
- ❑ Collapsible shovel
- ❑ Flashlight with extra batteries or hand crank
- ❑ Coat(s) or Jacket(s)
- ❑ Blanket(s) – (can be Mylar)
- ❑ Rubber disposable gloves
- ❑ Whistle (equipped to hang around neck)
- ❑ Fire extinguisher (Standard Class ABC)
- ❑ Water: store in clear liter bottles (filled $\frac{3}{4}$ full to allow for freeze expansion). Rotate water every six months. Secure for safety
- ❑ Food/Power Bar(s)

First Aid Kit

- Band aids, gauze, non-adherent sterile pads (various sizes)
- First-aid tape
- Anti-bacterial ointment
- Burn cream
- Scissors, tweezers, pocketknife, razor blades...
- Large cotton cloth (use for sling, tourniquet, bandage)
- Non-aspirin pain reliever
- Chemical ice pack, hand-warmer packets
- Safety pins (various sizes) needles, heavy thread
- Matches (waterproof)
- Eye wash
- Hand wipes (antiseptic) cotton balls, cotton pads
- Alcohol swabs, iodine (bottle or pads)
- PRESCRIPTION MEDICATIONS

Additional car kit supplies

- Siphoning Hose
- Bag of sand or rock salt
- Tow rope
- Personal sanitation items (toilet tissue, moist towelettes)
- Writing pad, pencils, road map
- Ice scraper
- Rain Poncho
- Light Stick
- Dust Mask

Maintain your vehicle(s) for seasonal changes

#10 INSURANCE COVERAGE REVIEW

Insurance Agent:

Address:

Phone

Fax:

Cell: Em

ail:

HEADQUARTERS CONTACT:

Address:

Phone

Fax:

Cell: Em

ail

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

Insurance Policy Information

Do you need flood insurance?

Do you need Earthquake Insurance?

Do you have Business Income, Extra Expense or Interruption Insurance?

Consider Business Owners Protection or Key Person

Other: _____

Date Reviewed with Provider: _____

11 VITAL RECORDS

Record all documents that are vital to perform your **essential business functions** or necessary to file an insurance claim or apply for a business recovery loan.

Name of Vital Record: _____

Stored Media:

Network Print Version Hard Drive Laptop
 Microfilm Internet CD Diskette
 Other Explain: _____

Is Record backed up? Yes No

Backed up Media:

Network Print Version Hard Drive Laptop
 Microfilm Internet CD Diskette
 Other Explain: _____

How often is it backed up?

Hourly Daily Weekly Monthly
 Quarterly Semi-Annually Yearly
 Never Explain: _____

Where is it stored?

Essential Business function it supports:

VITAL INFORMATION MANAGEMENT:

Financial

- Copy of all bank account numbers and their balances
- Copy of all CD account numbers and balances
- Income tax returns for (3) years for both the business and each principal
- Business financial statements – balance sheet, income statement, reconciliation of net worth for last (3) years
- Accounts Receivable information
- Employee insurance information
- Business insurance information
 - All leased and company vehicles
 - All equipment insurance
 - Extended warranties and/or policies
- 401-K information
- Resumes of principals and managers
- Business account information
 - Account numbers & company contact telephone numbers
 - Telephone
 - Electric (any utility your office receives service from)
 - Company credit cards
 - All customers
 - All vendors

Contractual

- Copy of any contracts between your company and another entity
- Copy of building lease
- Copy of any equipment leases
 - All leased and company vehicles
 - Copier
 - Postage machine
 - Telephones or other leased items
- Copy of City, County and any State business licenses
- Copy of Company By-laws
- Copy of Employee Handbook
- Copy of any current company Strategic or Business Plan

Sole Proprietorships, Corporations and Partnerships all need the following:

- Copy of current Profit & Loss Statement, Balance Sheet (current within 90 days)
- Copy of listing of inventory
- Copy of Schedule of Liability
- Copy of all of your required licenses (City, Occupational, Sales Tax, Federal ID...)
- Copy of Articles of Incorporation /Corporate Charter
- Resolution of Board of Directors or Partnership
- Partnership agreements if applicable
- Other:
 - Schedule of debts
 - Affiliates
 - Franchise agreement
 - Federal Trade Commission report

KEY SUPPLIER / VENDOR INFORMATION

Status: Current Supplier/Vendor Back Up Supplier/Vendor

Company Name:

Account Number (if relevant):

Materials/Service Provided:

Street Address:

City, State, Zip:

Company Phone (main):

Primary Contact: Title:

Primary Contact Phone: Cell :

Primary Contact: Fax:

Primary Contact Email: ail:

Alternate Contact: Title:

Alternate Contact Phone: Cell :

Alternate Contact Fax:

Alternate Contact Email:

Website Address:

Recovery Notes:

**** Include Major and Secondary Suppliers/Vendors**

KEY CONTACTS / CUSTOMERS/ MEMBERS

- | | | |
|---|--|---|
| <input type="checkbox"/> Accountant | <input type="checkbox"/> Administration | <input type="checkbox"/> Bank |
| <input type="checkbox"/> Billing/Invoicing Service | <input type="checkbox"/> Building Manager | <input type="checkbox"/> Building Owner |
| <input type="checkbox"/> Building Security Creditor | <input type="checkbox"/> Electric Company | <input type="checkbox"/> Emergency Management |
| <input type="checkbox"/> Fire Dept (non emergency) | <input type="checkbox"/> Gas/Heat Company | <input type="checkbox"/> Hazardous Material |
| <input type="checkbox"/> Insurance Agent/Broker | <input type="checkbox"/> Insurance- CLAIMS | <input type="checkbox"/> Key Customer/Client |
| <input type="checkbox"/> Local Newspaper | <input type="checkbox"/> Local Radio | <input type="checkbox"/> Local Television Station |
| <input type="checkbox"/> Mental Health/Social | <input type="checkbox"/> Police Dept (non emergency) | <input type="checkbox"/> Public Works Dept |
| <input type="checkbox"/> Payroll Processing | <input type="checkbox"/> Small Business | <input type="checkbox"/> Telephone Company |
| <input type="checkbox"/> Other Explain: | | |

Name of Business or Service:

Account Number / Policy Number:

Materials/Service Provided:

Street Address: Mailing Address

City/ State/ Zip:

Company/ Service Phone:

Alternate Phone:

Primary Contact:

Title:

Primary Contact Phone:

Cell:

Primary Contact Email:

Fax:

Alternate Contact:

Title:

Alternate Contact Phone:

Cell:

Alternate Contact Email: Fax:

Website Address:

EQUIPMENT/MACHINERY/VEHICLES

Include tools and spare parts to operate equipment required to perform essential business functions.

Item:

Model:

Serial Number or Part Number:

Status: Currently in Use Lease/buy for recovery location

Primary Vendor/Supplier:

Alternate Vendor/ Supplier:

Recovery location for installation or delivery:

Related business function:

Backup Available: Yes No

Order or lead-time for replacement:

Item:

Model:

Serial Number or Part Number:

Status: Currently in Use Lease/buy for recovery location

Primary Vendor/Supplier:

Alternate Vendor/ Supplier:

Recovery location for installation or delivery:

Related business function:

Backup Available: Yes No

Order or lead-time for replacement:

COMPUTER EQUIPMENT AND SOFTWARE

Item: _____

Type: Computer Hardware Computer Software

Status: Currently in use Lease/buy for recovery location

Primary Supplier/Vendor:

Alternate Supplier/Vendor:

Title and Version or Model Number:

Serial Number: Purchase/Lease Date:

Purchase/Lease Price:

Recovery Install Location:

Quantity (equipment) or number of licenses (software):

License Numbers

Recovery Notes:

COMPUTER-HARDWARE INVENTORY

- Log your computer peripheral serial and license numbers. Attach a copy of your vendor documentation to this form
- 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 peripherals

Hardware (CPU, Monitor, Printer Keyboard, etc)	Hardware Size RAM & CPU Capacity	Model Purchased	Serial Number	Date Purchased	Cost

COMPUTER-HARDWARE VENDOR OR LEASING-COMPANY INFORMATION

Company Name

Street Address

City/State/Zip

Phone

Fax

Website/Email

Contact Name

Account Number

Purchase/Lease Date

COMPUTER-HARDWARE SUPPORT/REPAIR VENDOR INFORMATION

Company Name

Phone

Fax

Website/Email

Contact Name

Account Number

Purchase/Lease Date

COMPUTER-SOFTWARE INVENTORY

Software Title & Version	Serial/Product ID Number	No. of Licenses	License Number	Date Purchased	Cost

COMPUTER-SOFTWARE VENDOR OR LEASING-COMPANY INFORMATION

Company Name

Street Address

City/State/Zip

Phone

Fax

Website/Email

Contact Name

Account Number

Purchase/Lease Date

COMPUTER-SOFTWARE SUPPORT/REPAIR VENDOR INFORMATION

Company Name

Phone

Fax

Website/Email

Contact Name

Account Number

Purchase/Lease Date

#12 DATA PROTECTION/STORAGE/RECOVERY

To protect our computer hardware

Secure or mount equipment

other: _____

To protect our software

Maintain software updates

Inventory licensing information

Restrict unauthorized downloading of new programs

other: _____

To protect our data/network/system

Firewall / Filters / Intrusion Detection

SPAM guard

Password Protection

Virus detection/prevention software

Internet content control

Limit access to confidential data

Remove unused software & User accounts

other: _____

Note: Describe Security / Protection measures to include physical and virtual

RECORDS BACKED-UP

_____ is responsible for backing up our critical records including payroll and accounting systems. Back-up records including a copy of this plan, site maps, insurance policies, bank account records and computer back ups are stored on site.

Another set of back-up records is stored at the following off-site location:

If our accounting and payroll records are destroyed, we will provide for continuity in the following ways:

RECORDS RECOVERY

_____, is responsible for testing the recovery of backed-up files to ensure recovery is possible, reliable and complete.

CYBER-SECURITY CHECKLIST

PHYSICAL SECURITY	Yes	No
1. Is your computing area and equipment physically secured? 2. Are there procedures in place to prevent terminals from being left in a logged-on state, however briefly? 3. Are screens automatically locked after 10 minutes idle? 4. Are modems set to Auto-Answer OFF (not to accept incoming calls)? 5. Are your PCs inaccessible to unauthorized users (e.g. located away from public areas)? 6. Does your staff wear ID badges? 7. Do you check the credentials of external contractors? 8. Do you have procedures for protecting data during equipment repairs? 9. Is waste paper binned or shredded? 10. Do you have procedures for disposing of waste material? 11. Do your policies for disposing of old computer equipment protect against loss of data (e.g. by reading old disks and hard drives)? 12. Do you have policies covering laptop security (e.g. cable lock or secure storage)?		
ACCOUNT AND PASSWORD MANAGEMENT	Yes	No
13. Do you ensure that only authorized personnel have access to your computers? 14. Do you require and enforce appropriate passwords? 15. Are your passwords secure (not easy to guess, regularly changed, no use of temporary or default passwords)? 16. Are your computers set up so others cannot view staff entering passwords?		
CONFIDENTIALITY OF SENSITIVE DATA	Yes	No
17. Are you exercising responsibility to protect sensitive data under your control? 18. Is the most valuable or sensitive data encrypted?		
DISASTER RECOVERY	Yes	No
19. Do you have a current business-continuity plan?		

SECURITY AWARENESS AND EDUCATION	Yes	No
20. Are you providing information about computer security to your staff?		
21. Are employees taught to be alert to possible security breaches?		

CYBER-SECURITY THREAT ASSESSMENT

This is an example of a threat checklist using 0-5 rating scales for impact and probability

IMPACT SCALE	PROBABILITY SCALE
1. Impact is negligible.	0. Unlikely to occur
2. Effect is minor, major agency operations are not affected.	1. Likely to occur less than once per year
3. Agency operations are unavailable for a certain amount of time, costs are incurred. Public/customer confidence is minimally affected.	2. Likely to occur once per year
4. Significant loss of operations, significant impact on public/customer confidence.	3. Likely to occur once per month
5. Effect is disastrous, systems are down for an extended period of time, systems need to be rebuilt and data replaced.	4. Likely to occur once per week
6. Effect is catastrophic, critical systems are offline for an extended period; data are lost or irreparably corrupted; public health and safety are affected.	5. Likely to occur daily

GENERAL THREATS	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
Human Error: <ol style="list-style-type: none"> 1. Accidental destruction, modification, disclosure, or incorrect classification of information 2. Ignorance: inadequate security awareness, lack of security guidelines, lack of proper documentation, lack of knowledge 3. Workload: Too many or too few system administrators, highly pressured users 4. Users may inadvertently give information on security weaknesses to attackers 5. Incorrect system configuration 6. Security policy not adequate 7. Security policy not enforced 8. Security analysis may have omitted something important or be wrong. 			

THREATS	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
1. Dishonesty: Fraud, theft, embezzlement, selling of confidential agency information			
2. Attacks by “social engineering” <ul style="list-style-type: none"> Attackers may use telephone to impersonate employees to persuade users/administrators to give user name/passwords/modem numbers, etc. Attackers may persuade users to execute Trojan Horse programs 			
3. Abuse of privileges/trust			
4. Unauthorized use of “open” terminals/PC’			
5. Mixing of test and production data or environments			
6. Introduction of unauthorized software or hardware			
7. Time bombs: Software programmed to damage a system on a certain date			
8. Operating system design errors: Certain systems were not designed to be highly secure			
9. Protocol design errors: Certain protocols were not designed to be highly secure. Protocol weaknesses in TCP/IP can result in: <ul style="list-style-type: none"> Source routing, DNS spoofing, TCP sequence guessing, unauthorized access Hijacked sessions and authentication session/transaction replay, data is changed or copied during transmission Denial of service, due to ICMP bombing, TCP-SYN flooding, large PING packets, etc. 			
10. Logic bomb: Software programmed to damage a system under certain conditions			
11. Viruses in programs, documents, e-mail attachments			

IDENTIFICATION AUTHORIZATION THREATS	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
1. Attack-programs masquerading as normal programs (Trojan horses).			
2. Attack-hardware masquerading as normal commercial hardware			
3. External-attackers masquerading as valid users or customers			
4. Internal-attackers masquerading as valid users or customers			
5. Attackers masquerading as helpdesk/support personnel			

PRIVACY THREATS	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
1. Eavesdropping <ul style="list-style-type: none"> • Electromagnetic eavesdropping / Ban Eck radiation • Telephone/fax eavesdropping (via “clip-on” telephone bugs, inductive sensors, or hacking the public telephone exchanges) • Network eavesdropping. Unauthorized monitoring of sensitive data crossing the internal network, unknown to the data owner • Subversion of ONS to redirect email or other traffic • Subversion of routing protocols to redirect email or other traffic Radio signal eavesdropping, Rubbish eavesdropping (analyzing waste for confidential documents, etc.)			
INTEGRITY / ACCURACY THREATS	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
1. Malicious, deliberate damage of information or information-processing functions from external sources			
2. Malicious, deliberate damage of information or information processing functions from internal sources			
3. Deliberate modification of information			
ACCESS CONTROL THREATS	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
1. Password cracking (access to password files, use of bad – blank, default, rarely changed – passwords)			
2. External access to password files, and sniffing of the networks			
3. Attack programs allowing external access to systems (back doors visible to external networks)			
4. Attack programs allowing internal access to systems (back doors visible to internal networks)			
5. Unsecured maintenance modes, developer backdoors			
6. Modems easily connected, allowing uncontrollable extension of the internal network			
7. Bugs in network software which can open unknown/unexpected security holes (holes can be exploited from external networks to gain access. This threat grows as software becomes increasingly complex)			
8. Unauthorized physical access to system			

REPUDIATION THREAT	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
1. Receivers of confidential information may refuse to acknowledge receipt			
2. Senders of confidential information may refuse to acknowledge source			
LEGAL THREATS	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
1. Failure to comply with regulatory or legal requirements (ie, to protect confidentiality of employee data)			
2. Liability for acts of internal users or attackers who abuse the system to perpetrate unlawful acts (ie, incitement to racism, gambling, money laundering, distribution of pornographic or violent material)			
3. Liability for damages if an internal user attacks other sites.			

RELIABILITY OF SERVICE THREATS	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
1. Major natural disasters, fire, smoke, water, earthquake, storms/hurricanes/tornadoes, dust storms, micro bursts, power outages, etc.			
2. Minor natural disasters, of short duration, or causing little damage.			
3. Major human-caused disasters: war, terrorist incidents, bombs, civil disturbance, dangerous chemicals, radiological accidents, etc.			
4. Equipment failure from defective hardware, cabling, or communications system.			
5. Equipment failure from airborne dust, electromagnetic interference, or static electricity.			
<p>6. Denial of Service:</p> <ul style="list-style-type: none"> • Network abuse: Misuse of routing protocols to confuse and mislead systems. • Server overloading (processes, swap space, memory, “tmp” directories, overloading services). • Email bombing. <p>Downloading or receipt of malicious Applets, Active X controls, macros, PostScript files, etc.</p>			
<p>7. Sabotage: Malicious, deliberate damage of information or information processing functions.</p> <ul style="list-style-type: none"> • Physical destruction of network interface devices, cables. • Physical destruction of computing devices or media. • Destruction of electronic devices and media by electromagnetic radiation weapons (HERF Gun, EMP/T Gun). • Deliberate electrical overloads or shutting off electrical power. • Viruses and/or worms. Deletion of critical systems files. 			

ANNUAL REVIEW

We will review and update this business continuity and disaster plan (date)

Section Reviewed	Updated On	Completed By
Business Legal Information		
Continuity of Authority		
Review Potential Risks		
Internal Resources & Capabilities		
External Resources		
Evaluate Essential Functions		
Fire Drill/Evacuation Plan		
Workplace Supply Kits		
Insurance Review		
Vital Records – Key Supplier/Contacts		
Cyber Security/Data Protection Policy		
Other		
Other		
Other		
Other		

WHAT ABOUT COSTS?

No Cost

- ❖ Identify two or three contractors or supply sources for emergency items
- ❖ Pre-qualify with alternate suppliers/vendors for emergency accounts
- ❖ Calculate the cost of business interruptions for one week, one month and six months
- ❖ Ask your insurance company or agent about policy coverage and costs
- ❖ Write a short checklist of recovery action items for your firm
- ❖ Maintain a current emergency contact list for employees and emergency services, such as police, fire and utilities
- ❖ Contact your city or county building department to determine the Base Flood Elevation (BFE) and the Design in Flood Elevation (DFE) at your location and your building's susceptibility to flooding
- ❖ Keep your building's flood vents clear of debris or other blockage
- ❖ Conduct a fire drill and check with your local fire department to determine FIRE risk at your location
- ❖ Talk to your people about the company's disaster plans. Two-way communication before, during and after a disaster
- ❖ Set up a telephone call tree – and alternate employee communication procedures
- ❖ Keep some cash and an ATM card or credit card on hand
- ❖ Identify an alternate location if your building becomes unusable
- ❖ 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, in company intranet, in periodic employee e-mails, and other internal communications tools
- ❖ Request no-cost publications from FEMA (800) 480-2520 for individual, family and workplace preparedness

Under \$100

- ❖ Purchase a First Aid Kit.
- ❖ Purchase and store bottled water for emergency use (two days minimum)
- ❖ Stock a supply of non-perishable foods, paper plates, napkins and plastic utensils
- ❖ Purchase a NOAA Weather Alert Radio with S.A.M.E. technology to program for your specific area
- ❖ Buy a stock of flashlights, batteries, pens, paper, paper towels, packing tape, etc. for disaster supply kit
- ❖ Keep supplies of items such as duct tape, waterproof plastic, shut-off wrench for water and gas, whistle, compass, plastic bucket with tight lid, work gloves, pliers, hammer, plastic garbage bags and ties
- ❖ Purchase/maintain camera and film
- ❖ Purchase an AM/FM radio, battery-operated, or hand-crank radio
- ❖ Restrain/secure desktop computers, compressed gas cylinders and other small items from earthquake shaking
- ❖ Elevate valuable contents on shelves above base flood level
- ❖ Apply asphalt cement under tabs of loose shingles
- ❖ Caulk/insulate around openings in outside walls, roof and attic
- ❖ Purchase fire extinguishers and smoke alarms
- ❖ Attend annual Ready Your Business Conferences (Utah Division of Homeland Security)

\$100 - \$499

- ❖ Provide C.E.R.T./ First Aid and CPR training for employees
- ❖ Purchase all items from the workplace supply list
- ❖ Purchase a small back-up generator and maintain fuel
- ❖ Purchase and maintain fuel for a sump pump
- ❖ Brace major appliances, such as water heaters, and furnaces to the floor or wall

More than \$500

- ❖ Purchase and install a multi-KV generator, pre-wired to the building's essential electrical circuits
- ❖ Purchase removable shutters/ install permanent shutters for wind-borne debris protection
- ❖ Re-roof with an impact-resistant roof covering
- ❖ Install high-wind connectors in roof systems
- ❖ Re-roof with Class A fire-resistant roof covering in wildfire-prone areas
- ❖ Hire an engineer to evaluate the building's wind or seismic resistance
- ❖ Conduct a one-hour drill simulating the occurrence of a flood, earthquake or other hazard
- ❖ Send the key safety/emergency response employee to several days training or conference
- ❖ Purchase additional insurance (business interruptions, loss of income, extra expense, flood, earthquake)
- ❖ Store duplicate records off-site at a secure facility
- ❖ Purchase a removable computer-storage device, store data off-site
- ❖ Establish a voice communications system to meet your emergency needs – e.g. voice-mail conference call capability, Private Branch Exchange (PBX), Automatic Call Distribution (ACD) system
- ❖ Install a monitored smoke-alarm system
- ❖ Install lightning-protection system

RESOURCE LINKS:

Nonprofit and Professional Associations:

American Red Cross: <http://www.arcbadger.org/>
Institute for Business & Home Safety: <http://www.ibhs.org>
National Emergency Management Association: <http://www.nemaweb.org>
National Fire Protection Association: <http://firewise.org>
Public Entity Risk Institute: <http://www.riskinstitute.org>
Small Business Administration: <http://www.sba.gov>
U.S. Chamber of Commerce: <http://www.uschamber.com>

Government Resources:

Federal Emergency Management Agency (FEMA): <http://www.fema.gov>
OSHA: <http://www.osha.gov>
U.S. Department of Homeland Security: <http://www.ready.gov>
U.S. Small Business Administration: <http://www.sba.gov>
Wisconsin Emergency Management: <http://emergencymanagement.wi.gov/>

Business Continuity Planning Organizations:

Association of Contingency Planners- Utah Chapter: www.acputah.org
Disaster Recovery Institute International: <http://www.drii.org>
Global Partnership for Preparedness: <http://www.globalpreparedness.org>
The Business Continuity Institute: <http://www.thebci.org>

Business Continuity Planning Publications:

Contingency Planning & Management: <http://www.contingencyplanning.com>
Disaster Recovery Journal: <http://www.drj.com>
Disaster Resource Guide: <http://www.disaster-resource.com>
Disaster Recovery Yellow Pages: <http://www.theDRYP.com>

Cyber Security Sites:

Department of Homeland Security National Cyber Alert System: www.us-cert.gov
National Cyber Security Partnership: Small Business Cyber Security Guidebook: <http://www.cyberpartnership.org/CommonSenseGuideBus.pdf>
National Cyber Security Alliance: Stay Safe Online: <http://www.staysafeonline.info/>

Pandemic/Avian Flu Preparedness:

Centers for Disease Control: <http://cdc.gov>
Utah Department of Health: <http://www.pandemicflu.utah.gov/buscom.htm>
U.S. Government Pandemic Flu: <http://pandemicflu.gov>
Critical Infrastructure: Pandemic Planning <http://pandemicflu.gov/plan/pdf/CIKRpandemicInfluenzaGuide.pdf>

Emergency Evacuation Preparedness:

Guide for People with Disabilities and Other Activity Limitations: <http://www.cdihp.org/training>
American Red Cross <http://www.prepare.org/disabilities>

Building Disaster-Resilient Communities

A 12-Point Program for Individual, Family & Community Preparedness

By Al Cooper, Division of Homeland Security

1. Have an emergency plan

Develop, maintain and practice a written, comprehensive plan detailing how emergency contingencies will be mitigated, prepared for, responded to and recovered from.

Ask the question – “What would we do if . . .” a particular set of emergency circumstances was to arise? Think about possible and likely risks and areas of vulnerability, and then identify desirable resources and possible options. Consider how your plan correlates with school, work place and neighborhood plans. Keep in mind the fact that the very process of making a plan may well be more important than the plan itself.

2. Get an emergency kit

Assemble and maintain a portable 72-hour emergency kit containing items designed to support each individual with vital health & personal items designed to support each individual with vital health and personal comfort essentials for two or three days away from home. Of the two most likely responses to a wide range of emergencies, the possibility of evacuation should drive this effort. Red Cross and Emergency Essentials have emergency kits available.

Keep your personal kit simple, light in weight, and easy to update according to seasonal and other variables. Any of a long list of possible carrying options may prove practical, including a compact backpack, which leaves hands free. Of primary importance is a flashlight and battery radio together with fresh backup-up batteries for each. Other important items often overlooked might include essential medications, some cash money (“plastic” might not work) and a list of key contact information. Position your kit(s) with quick access in mind.

3. Have emergency food supplies

Fortify home-base with food, water and other provisions designed to care for the regular daily needs of those residents there, anticipating the second of the two most likely emergency situations – one where, for possibly extended periods of time, outside resources will be unavailable or limited.

Don’t allow yourself to be daunted by the notion that there is “magic” in the famous “one-year-supply.” Begin with an inventory of what you already have, then set some practical, reasonable and achievable goals for adding the things in form and quantities which make sense for you. This is not a one-size-fits-all game plan. Build your program around foods which are desirable for you, have a long shelf life, and require a minimum of preparations. Date everything, and begin at once to put it into regular use, always maintaining and increasing based upon experience.

4. Prepare to shelter-in-place

Identify, outfit and prepare an area of your home-base suitable for a “shelter-in-place” emergency, such as might arise from a hazardous material release. In such a case, evacuation might expose a population to a greater danger than “staying put.” Select a room or space, which is relatively easy to isolate from outside air intake, and which promises a degree of comfort for a short period of time. In outfitting this space, assume that the emergency may involve a temporary interruption of electric power with the personal inconveniences, which follow.

A shelter-in-place kit should include a battery-powered radio and flashlight, along with pre-cut sheets of plastic and tape for helping to further proof the area against outside contamination. Some of the same thoughtfulness, which goes into the 72-hour kit, can help guide preparations here. A kit, which fits under a bed or into a closet corner, is sensible.

5. Know your home

Make it your business to become familiar with the critical infrastructure of your home base and learn how to operate electric circuits, natural gas service controls, culinary water main valves, outside air vents, etc. Locate necessary tools where they are handy for use in an emergency. Consult appropriate experts if necessary. Knowing when to turn utilities off and on is important. Remember during a “shelter-in-place” emergency to turn off air conditioner/heating systems, which bring outside air into the building or space providing shelter. In schools and workplaces, this may require the services of a custodian.

6. Take inventory

Take inventory items of special value and importance and their location in the home base, assigning a priority to each. In the event of an evacuation order, there may be only minutes to take property with you. Limitations of time and space may suggest the need to pre-position and/or protect such belongings.

The very act of producing this list – like the basic plan itself – may prove a useful reminder of the things that really have value in our lives. Usually, it will be family records, genealogies, irreplaceable photos, etc. which rise to the top of the list. A plan to consolidate the location and enhance the portability of high-priority items may result.

7. Equip your car

Outfit the family vehicle(s) with items, which will add to its safety and security in various emergency and everyday situations, with an eye to the changing of seasons and circumstances. Make it a matter of habit to keep the fuel level above the halfway mark. Such obvious items as a blanket, heavy-duty flashlight, and container of drinking water, a collapsible shovel, a basic first-aid kit and jumper cables are a start. Some high-energy snack bars and weather-conscious clothing items are good additions. A sharp pointed rock hammer within the driver's reach may become a life-saving method of breaking through a window in a flood situation, and a spare cellphone kept charged is a smart further step.

8. Prepare to go powerless

Prepare the home-base to remain secure and reasonably comfortable during short or extended periods of electrical power failure. This is one of the most likely events to follow in the wake of both natural and man-caused emergencies. Alternate lighting, communication, heating and food preparation resources should be part of the basic emergency response plan. Battery-operated lights should be positioned strategically in different parts of a residence along with a program, which ensures a supply of back-up batteries. (Alkaline batteries have a long shelf life, and LED systems operate frugally.) In the case of a prolonged outage, alternate-fuel lamps may prove important.

Propane lanterns with handy cartridge-replacement systems are easy to use and widely available. Kerosene-fueled lamps, such as the Aladdin design are economical to operate and provide a soft, silent source of illumination while producing a minimum of fumes. (Always plan for extra fresh air sources and ventilation when using any fueled device indoors or in a confined space. They all will consume some of the available oxygen supply as well as produce fumes.) Storing flammable fuels requires special attention, and kerosene is less volatile than others. Outdoor propane and charcoal grills are an excellent cooking alternative, as are camp stoves and Dutch oven systems.

Extra blankets, sleeping bags and warm clothing should be a part of every non-electric plan. At least one adult family member should remain awake and on-watch when alternate lighting/heating devices are in use, even with recommended ventilation. Make sure that the presence of charged A, B, C fire extinguishers and practice in using them correctly is a part of your basic emergency-response plan. Gasoline or other combustible-fueled generators may greatly extend the ability to compensate for loss of commercial power, but require knowledge and planning to operate safely. Never position a generator indoors or where its exhaust fumes may migrate into a living space. Remember that the storage of adequate fuel supplies adds a certain safety burden, and limits the duration of this alternate source of power.

9. Plan for pets

Create a plan for the care and disposition of pets and domestic livestock in the event of a range of possible emergency-spawned contingencies. Almost without exception, emergency shelters-usually managed by the Red Cross-do not welcome pets. Domestic pet plans might include larger quantities of food, supplies, provision for automatic, gravity-feed water and food dispensers, multiple litter boxes, etc. Arrangements for extended care by family members, friends or commercial-service providers might also be considered.

10. Figure financial contingencies

Develop a comprehensive “Financial Contingency Plan” geared to your particular set of economic circumstances and designed to respond to the possible interruption of normal cash flow and debt-retirement obligations.

Among those “emergencies” most likely to occur at some point, but least anticipated and planned for is the interruption of income occasioned by loss of employment, illness or even the unexpected death of a breadwinner. The economic consequences of a natural or manmade disaster may also affect cash flow in a temporary or even long-term way, reducing our ability to deal with everyday affairs and activities. In addition to making use of food storage supplies already identified, and thereby freeing up financial resources, contingency plans might also include such goals as the accumulation of cash reserves on an ongoing basis, and the pre-payment of some key monthly obligations, i.e. Home mortgages, car contracts, and medical insurance plans. “Buying time” thus becomes an

important dimension of the overall emergency plan. While this may not be accomplished easily, or all at once, it is a worthwhile long-term objective well worth pursuing.

11. Remember your health

Make a plan for the continuation of health and medical needs during a time of extended emergencies and special circumstances. With an emphasis on critical, life-supporting medications and supplies, and with the consultation of the prescribing physician where indicated, maintain a supply of supplies sufficient to bridge an emergency response such as enforced evacuation or other interruption of normal access. Carry on your person preferably, vital written prescriptions for eyeglasses and other vital, personal medical needs, and a clear description of treatment requirements.

An insulin-dependent diabetic, for instance, should anticipate having to leave home-base with a small portable cooler, and a supply of insulin and syringes. Just as one shouldn't allow the fuel in the vehicle to get below half, the person with a medication dependency should not allow the supply to get below the 30-day mark. Make sure some other family member has a copy of your medical plan.

12. Remember those with special needs

Include someone with special needs in your planning. Somewhere, probably nearby, is a neighbor or acquaintance that is handicapped, elderly, homebound, or medically dependent and alone. Be prepared to share your resources, and the security of your home-base with that person, and to check on his/her well-being in a time of emergency. It is an article of faith among those who have studied, or personally endured real disasters, that in the end, it is neighbor-helping-neighbor which most ensures the "disaster-resiliency" of a community.

Small Business Planning for Pandemics

The CDC checklist, www.pandemicflu.gov/plan/businesschecklist.html is a great resource for large companies, but may be difficult to read or follow for small businesses. We have collected information that may be useful for small businesses that are trying to prepare for a pandemic. This document may be changed as new information becomes available, so check back for updated versions.

All businesses, even small ones, need to prepare for a pandemic. Small businesses have fewer workers and less capital, and are more likely to have difficulty operating under trying times. Spend some time planning now to save your business later.

First thing to do:

- Find your important documents (such as business licenses, accounts, etc.) and be sure you have backup copies. Make paper copies of essential documents. If your power goes out for a long period, what papers would you need to continue running your business?
- Providing food (grocery, farmers), water (public utilities), commerce (banks), energy (electricity, gas), transportation (mass transit, repair, cargo transport), healthcare (doctors, nurses, hospitals), public safety (police, fire, EMS,), and communications (phone service) are examples of critical or essential services. Do you sell essential products or provide any essential services?

Communicate with your workers:

- Talk to your workers NOW and work together to plan for an emergency. If your workers are part of a union or labor group, involve them as well.
- Keep a current list of phone numbers for your employees so that you can contact them during an emergency.
- Encourage workers to get an annual influenza vaccination (“flu shot”).
- Help your workers prepare emergency kits for themselves and their families.
- Educate workers on the importance of:
 - Hand-washing
 - Respiratory etiquette (cover coughs and sneezes, using disposable tissues when possible)
 - Healthy diet
 - Exercise
 - How to recognize the difference between influenza (“flu”) and a cold (influenza is much more severe, it hits you very suddenly, you have fever and aches)
 - The difference between “seasonal flu” and “pandemic flu” (seasonal flu comes every year, pandemic flu is when the flu strain changes and people may become much sicker than usual, and some may die).

Reduced number of workers:

You may only have half of your workers during a pandemic. Some will be sick, and some may stay home to take care of sick family members or care for children. Here are some ideas on how you can keep your business open during a pandemic or other emergency.

- Limit some of your services. At a minimum, try to provide essential services during a pandemic or emergency situation.
- Reduce the hours you are open for business.
- Cross-train your employees. Make sure that you don't have only one or two workers that know how to do a critical part of your work. If they become ill, you would have difficulty keeping your business open.
- Recall and retrain retired workers. Keep home numbers and addresses of workers who have retired. You may need to ask them to help during a pandemic or other emergency.
- Plan on selling, servicing, and making products with fewer workers.
- If you are out sick, will your business continue to operate? Identify workers who can make key decisions in the absence of owners/managers.

Social distancing:

If a pandemic occurs, you may be asked to have your business participate in social distancing. This means that people should stay at least 3 feet apart from each other. Here are some ideas that can help:

- Encourage frequent hand-washing.
- Limit face-to-face contact.
 - Try to reduce people standing in lines or crowds.
 - Ask customers to stand further away from workers and each other.
 - Install Plexiglas panels between workers and customers.
 - Use telephones to communicate with customers or internal staff.
 - Stop hand-shaking
 - Spread out seating in meetings, or meet via teleconference.
 - Stop sharing of workstations.
 - Avoid unnecessary meetings.
 - Limit the number of people on elevators, and encourage people to use the stairs.
 - Have your business work additional shifts or stagger shifts, with fewer workers per shift, to increase the distance between employees.
 - Have your employees work from home.

Plan ahead:

Keeping your workers healthy is one of your biggest priorities. Sick workers must not come to work, or stay at work, because they can infect your other healthy workers.

- Review your sick-leave policies. During a public-health emergency, sick workers must not come to work, even if you are short-staffed. Do not allow sick employees to stay at work. You must not punish employees if they are sick during an emergency. Establish clear policies and guidelines that will help employees understand options and expectations for when they are ill.
- What will your business do if a worker becomes ill while at work?
- Provide soap and hot water or alcohol-based hand sanitizers with disposable tissues to your employees.
- Mass transit (such as crowded buses) may be suspended during a pandemic. Gasoline may become very expensive and/or difficult to get. How will your employees get to work?
- Develop daily infection control practices, such as decontaminating office surfaces, such as phones, keyboards, etc.

Other things to consider:

- Long-distance travel may be temporarily stopped. Try to avoid travel (especially to affected areas) by using teleconferencing or video conferencing. See if there are local suppliers available to your business.
- Do you have employees with special needs, such as disabled workers or those unable to read/write, etc? How will they be cared for?
- If a pandemic occurs, your suppliers may be cut off. Can you increase and store your inventory of raw materials?
- How will you communicate with your customers, suppliers, and general public during an emergency? Do you have a website? Use password-protected websites to communicate sensitive information with employees.
- Make sure that you can access TV, radio, and/or the Internet at work to follow developments as they occur.
- How will your business be affected by a pandemic? For example, if mass gatherings are cancelled, would your business be affected? Some businesses may be very busy during a pandemic, such as gas stations, grocery stores, etc.

References:

Center for Infectious Disease Research and Policy
 Pandemicflu.gov

BUSINESS PANDEMIC INFLUENZA PLANNING CHECKLIST



In the event of pandemic influenza, businesses will play a key role in protecting employees' health and safety as well as limiting the negative impact to the economy and society. Planning for pandemic influenza is critical. To assist you in your efforts, the Department of Health and Human Services (HHS) and the Centers for Disease Control and Prevention (CDC) have developed the following checklist for large businesses. It identifies important, specific activities large businesses can do now to prepare, many of which will also help you in other emergencies. Further information can be found at www.pandemicflu.gov and www.cdc.gov/business.

1.1 Plan for the impact of a pandemic on your business:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify a pandemic coordinator and/or team with defined roles and responsibilities for preparedness and response planning. The planning process should include input from labor representatives.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify essential employees and other critical inputs (e.g. raw materials, suppliers, sub-contractor services/products, and logistics) required to maintain business operations by location and function during a pandemic.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Train and prepare ancillary workforce (e.g. contractors, employees in other job titles/descriptions, retirees).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop and plan for scenarios likely to result in an increase or decrease in demand for your products and/or services during a pandemic (e.g. effect of restriction on mass gatherings, need for hygiene supplies).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Determine potential impact of a pandemic on company business financials using multiple possible scenarios that affect different product lines and/or production sites.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Determine potential impact of a pandemic on business-related domestic and international travel (e.g. quarantines, border closures).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Find up-to-date, reliable pandemic information from community public health, emergency management, and other sources and make sustainable links.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish an emergency communications plan and revise periodically. This plan includes identification of key contacts (with back-ups), chain of communications (including suppliers and customers), and processes for tracking and communicating business and employee status.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implement an exercise/drill to test your plan, and revise periodically.

1.2 Plan for the impact of a pandemic on your employees and customers:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Forecast and allow for employee absences during a pandemic due to factors such as personal illness, family member illness, community containment measures and quarantines, school and/or business closures, and public transportation closures.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implement guidelines to modify the frequency and type of face-to-face contact (e.g. hand-shaking, seating in meetings, office layout, shared workstations) among employees and between employees and customers (refer to CDC recommendations).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Encourage and track annual influenza vaccination for employees.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Evaluate employee access to and availability of healthcare services during a pandemic, and improve services as needed.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Evaluate employee access to and availability of mental health and social services during a pandemic, including corporate, community, and faith-based resources, and improve services as needed.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify employees and key customers with special needs, and incorporate the requirements of such persons into your preparedness plan.



1.3 Establish policies to be implemented during a pandemic:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for employee compensation and sick-leave absences unique to a pandemic (e.g. non-punitive, liberal leave), including policies on when a previously ill person is no longer infectious and can return to work after illness.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for flexible worksite (e.g. telecommuting) and flexible work hours (e.g. staggered shifts).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for preventing influenza spread at the worksite (e.g. promoting respiratory hygiene/ cough etiquette, and prompt exclusion of people with influenza symptoms).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for employees who have been exposed to pandemic influenza, are suspected to be ill, or become ill at the worksite (e.g. infection control response, immediate mandatory sick leave).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for restricting travel to affected geographic areas (consider both domestic and international sites), evacuating employees working in or near an affected area when an outbreak begins, and guidance for employees returning from affected areas (refer to CDC travel recommendations).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Set up authorities, triggers, and procedures for activating and terminating the company's response plan, altering business operations (e.g. shutting down operations in affected areas), and transferring business knowledge to key employees.

1.4 Allocate resources to protect your employees and customers during a pandemic:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provide sufficient and accessible infection control supplies (e.g. hand-hygiene products, tissues and receptacles for their disposal) in all business locations.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Enhance communications and information technology infrastructures as needed to support employee telecommuting and remote customer access.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ensure availability of medical consultation and advice for emergency response.

1.5 Communicate to and educate your employees:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop and disseminate programs and materials covering pandemic fundamentals (e.g. signs and symptoms of influenza, modes of transmission), personal and family protection and response strategies (e.g. hand hygiene, coughing/sneezing etiquette, contingency plans).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Anticipate employee fear and anxiety, rumors and misinformation and plan communications accordingly.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ensure that communications are culturally and linguistically appropriate.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disseminate information to employees about your pandemic preparedness and response plan.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provide information for the at-home care of ill employees and family members.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop platforms (e.g. hotlines, dedicated websites) for communicating pandemic status and actions to employees, vendors, suppliers, and customers inside and outside the worksite in a consistent and timely way, including redundancies in the emergency contact system.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify community sources for timely and accurate pandemic information (domestic and international) and resources for obtaining counter-measures (e.g. vaccines and antivirals).

1.6 Coordinate with external organizations and help your community:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Collaborate with insurers, health plans, and major local healthcare facilities to share your pandemic plans and understand their capabilities and plans.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Collaborate with federal, state, and local public health agencies and/or emergency responders to participate in their planning processes, share your pandemic plans, and understand their capabilities and plans.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Communicate with local and/or state public health agencies and/or emergency responders about the assets and/or services your business could contribute to the community.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Share best practices with other businesses in your communities, chambers of commerce, and associations to improve community response efforts.