Ready Your Business

Business Readiness Series

Business Continuity Planning
Guidebook

RESOURCE LINKS:

Nonprofit and Professional Associations:

American Red Cross: www.redcrossutah.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
Utah Small Development Center – USBDC http://www.utahsbdc.org

Government Resources:

Federal Emergency Management Agency (FEMA): http://www.fema.gov
OSHA: http://www.osha.gov
Utah Division of Homeland Security: http://homelandsecurity.utah.gov or www.BeReadyUtah.org
U.S. Department of Homeland Security: http://www.ready.gov
U.S. Small Business Administration: http://www.sba.gov

Business Continuity Planning Organizations:

Association of Contingency Planners- Utah Chapter: www.acputah.org
Disaster Recovery Institute International: http://ww.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
Continuity Insights.Com http://www.continuityinsights.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
National Fire Protection Assoc: Conducting Emergency Evacuation Drills: http://www.nfpa.org

A Message from Gary R. Herbert, Utah's Lieutenant Governor

Dear Fellow Utahn:

Thank you for your interest in the "Be Ready Utah" campaign by becoming a partner through "Ready Your Business." I hope you take advantage of the resources we have made available through http://beready.utah.gov as well as the statewide chamber of commerce sponsored events.

Our "Ready Your Business" resources are intended to be a helpful toolkit for businesses and employees in preparation for unforeseen natural or man-made events that endanger our communities and interrupt the course of our daily lives.

Governor Huntsman and I recognize that Utah's business community is the backbone of our prosperous economy and we thank each and every one of you for your involvement in this important awareness campaign. Your commitment to "Be Ready Utah" begins by planning today.

If you have any questions for me about the "Be Ready Utah" campaign or any other matter, please feel free to contact me at gherbert@utah.gov or by telephone at (801) 538.1041.

Sincerely,

Gary R. Herbert
Lieutenant Governor

Department of Public Safety

SCOTT T. DUNCAN
Commissioner

State of Utah

JON HUNTSMAN, JR
Governor

GARY HERBERT
Lieutenant Governor

Dear Business Partners:

Utah is well known for its self-reliant communities. Neighbors helping neighbors is a proud tradition for our great State. Utah businesses also play an important role in that spirit of cooperation. When disaster strikes, the key to mitigating impact upon our communities will be the ability of businesses to resume their regular services. Our citizens will benefit from a business community that is prepared and able to increase safety for its employees and customers during a disaster. A business that is able to restore operations in a short amount of time is one that can greatly help the community that it serves.

Much of the investment for business owners involves pre-planning and taking the time to establish continuity of operations plans for their business. Ready Your Business is a well-designed tool to guide you through the processes of creating a disaster resistant business. The Utah Division of Homeland Security has talented and well-trained professionals that can assist you in a step-by-step process for developing a business continuity plan designed for your special needs. They provide information and workshops that are created to give business owners and managers an opportunity to mitigate the hazards of a disaster.

We invite you to log on to www.BeReadyUtah.org and see how we might assist your business in becoming more prepared and disaster resilient.

Sincerely,

Colonel Keith D. Squires
Director
Utah Division of Homeland Security

Salt Lake Chamber
Utah's Business Leader ™

To all Members of the Utah Business Community:

The Salt Lake Chamber is concerned about the impacts of a possible disaster or state of emergency hitting our business community. Recent events around the country bring to the forefront the undeniable need to be prepared for a wide variety of unforeseen circumstances. Therefore, we are dedicated to doing all we can to prepare ahead of time for such events and encourage all Utah businesses to do the same.

Each year unexpected events permanently close business doors. SBA and U.S. Department of Labor statistics show that over 40% of businesses that experience a major fire or natural disaster never reopen and over 50% that do, fail within two years. Data loss is now one of the costliest business interruptions with over 90% of companies unable to fully recover all of their information. The U.S. Department of Health estimates that up to 40% of our workforce will be affected by an Influenza Pandemic leaving business understaffed or worse, unable to remain open.

We encourage all businesses in Utah to take immediate steps to be prepared for emergencies and appreciate your willingness to partner with us on this important effort. Together we can prevent or minimize the negative impacts of such events, thereby making the Salt Lake business community a safer and more efficient place for all.

You may register for monthly Ready Your Business workshops hosted by the Salt Lake Chamber by visiting www.saltlakechamber.org or by calling 328-5053.

Sincerely,

Lane Beattie
President and CEO
SL Chamber of Commerce

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. Utah Businesses can limit the impact on their business from major interruptions that could disrupt normal operations.

These interruptions could cause physical or environmental damage, or threaten the facility's financial standing or public image. By following this guide's **12 Point Program** 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 or Severe Storm
- ❖ Earthquake
- ❖ Communications Failure
- ❖ Radiological or Explosive accident
- ❖ Bomb Threat - Civil Disturbance
- ❖ Loss of Key Supplier, Customer or Employee
- ❖ Data Loss or Compromise
- ❖ Pandemic Influenza
- ❖ Terrorist Event – Foreign or Domestic

The **Ready Your Business** guide to a **12 Point Program 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.

For further information about how to prepare for natural or human-caused emergency events, or to arrange for a speaker to make a presentation to your employees, association members on business, family and individual preparedness – contact:

<div align="center">

Department of Public Safety
Utah Division of Homeland Security
Ready Your Business
1110 State Office Building
Salt Lake City, UT 84114
(801) 538-3400
www.BeReadyUtah.gov

</div>

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 to
Business Continuity Planning

6

READY YOUR BUSINESS
Business Continuity Plan

Legally Registered Business Name:

D.B.A.

Local Address:

City, State, Zip:

Telephone Number / Website:

After Hours Emergency Number:

Corporate Headquarter Address:

City, State, Zip:

Point of Contact:

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 / CONTINUITY OF AUTHORITY

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

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

❖ (Name /Title/Department)

❖ (Name /Title/Department)

❖ (Name /Title/Department)

Continuity of Authority

A preferred chain of authority will consist of one primary and two alternates per position.

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:

#2 COMMUNICATIONS

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:

Utah Division of Homeland Security: **801-538-3400**

Local SBA Small Business Administration Office:

FEMA Federal Emergency Management Regional Office:

District 8 Building 710, PO Box 25267
Denver, CO 80225-0267
Phone: 303-235-4800

Media:

      - Newspaper

      - Radio::

      - Television:

A communication plan should address the requirements for controlling and communicating information. Maintain an up-to-date list of phone numbers, computer and internet login codes and passwords, email addresses, employee phone numbers and other critical information in a secure, but easily accessible, location.

Messages for public release to the media can be prepared and scripted for clarity and uniformity in the information that is distributed.   Careful consideration should be made to the person(s) assigned as the official media contact or Public Information Officer (PIO) for the organization.

Media Spokesperson / Public Information Officer: _____

Communication Priorities:

Internal Communications: Refer to Continuity of Authority Plan

1. _____
2. _____
3. _____

Inbound and/or Outbound Communication Priorities

Consider methods for **inbound** calls from: patients, customers, members, vendors and etc

Consider methods for **outbound** communications for: employee notifications, customer updates, status reports and etc.

Communication Methods:
We will utilize these communication methods and provide any necessary training to key personnel.

❑ Traditional Telephone Landline (not dependant on electrical power for operation)

❑ Call Forwarding
   Identify the method, equipment needed, individual assigned to perform this function and any other critical planning component.

   o Cell Phone
      ▪ Call Forward to: _____
      ▪ Number: _____
   o Secondary Location
      ▪ Call Forward to: _____
      ▪ Number _____
   o Off-site Backup System
      ▪ Call Forward to: _____
      ▪ Number _____
   o Voice Mail
      ▪ Message Script _____
❑ Fax Line
      ▪ Number: _____

❑ Toll-Free
      ▪ Number: _____

- ❑ Internet Service:
    - o Website for Emergency information: _____
    - o Email / Instant Messaging : _____

- ❑ Two-Way Radio
    - o Assigned to:
        - ▪ _____
        - ▪ _____
        - ▪ _____
        - ▪ _____

    - o Radio Frequency:
        - ▪ _____
        - ▪ _____

- ❑ Satellite Phone:
    - o Assigned to:
        - ▪ _____
        - ▪ _____
        - ▪ _____
    - o Number(s)
        - ▪ _____
        - ▪ _____
        - ▪ _____

- ❑ SMS/Text

- ❑ Pager

- ❑ Calling Tree
  Use for employee notifications and as a communication tool to maintain contact with key vendors, suppliers and customers.

    - ▪ Divide your employees into groups
        - o by home location
        - o work assignment or department

Inbound Name / Group	Contact Information: Phone, Cell, Email, Text….	Communication Method:

Outbound Name / Group	Contact Information: Landline and Cell phone	Contact Information: Email

Department Public Safety
Division of Homeland Security

www.BeReadyUtah.gov
www.homelandsecurity.utah.gov

#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

Business Interruption	Impact on Operations	Possible Responses

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

4 INTERNAL RESOURCES AND CAPABILITIES / EXTERNAL RESOURCES

INTERNAL: These resources are available <u>internally</u> 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 / Small Business Development Center
- 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?

  o Overall

  o By department / area

❖ How much down time 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: ☐ HIGH ☐ 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

Source: Tampa Bay Regional Planning Council (adapted)

ESSENTIAL BUSINESS SUPPORT SERVICES:

VOICE/DATA COMMUNICATIONS

Type of Service:

☐ Telephone ☐ Machine ☐ PC Data Communications

☐ Two-way Radio & Pager ☐ Cell Phone ☐ PBX w/ACD

☐ Other Explain: _____

(Private Branch Exchange w/Automatic Call Distribution)

Description and Model:

_____

Status: ☐ Currently in use ☐ Will lease/buy for recovery location

Voice Communications Feature:

☐ Voice Mail ☐ Conversation Recorder ☐ Speaker ☐ Conference

☐ Other Explain: _____

Data Communications Features:

☐ Cable ☐ DSL ☐ Dial-UP ☐ T-1

☐ 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　　☐ Will 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: Home Phone:

Office Phone: Fax/Other:

Home Email: Office Email:

| | | |
| PHOTO | | |

Emergency Contact: Relationship:

Emergency Contact Phone: Alt. Phone
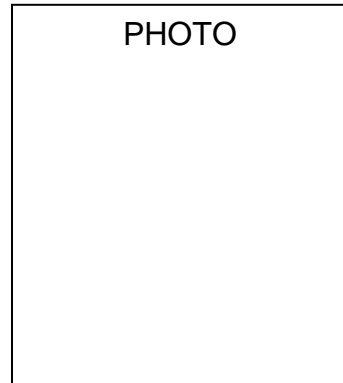
OUT OF STATE EMERGENCY CONTACT

Emergency Contact: Relationship:

Emergency Contact Phone: Alt. Phone

Certifications/Training/Resources:

☐	First Aid / CPR	☐	Other Language(s)
☐	Emergency Medical Technician (EMT)	☐	HAM Radio
☐	Military _____	☐	C.E.R.T.
☐	Other:	☐	4x4 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

20_____	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Fire/Evacuation Drill												
Employee Orientation/Review												
Management Orientation/Review												
Department Tabletop Exercise												
Response Team Tabletop Exercise												
Emergency Call Down Procedures												
Walk-through Drill												
Functional Drill												

#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 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)

  o 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.
  o Sole Proprietorships: Copy of 3 years tax returns with Schedule C
  o Copy of Current Profit and Loss Statement (within 90 days)
  o Copy of Listing of aged accounts receivables/payables
  o Copy of Listing of Inventory
  o Copy of Schedule of Liability
  o 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 Manger:

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				

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 both store comfortably and to transport to other locations. **If it is feasible, store one gallon of water per person per day** 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 ¾ full to allow for freeze expansion) Rotate water every six months. Secure for safety
- ❑ Food/Power Bar(s)
- ❑ **COMPASS**

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

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

Maintain your vehicle(s) for seasonal changes

#10 INSURANCE COVERAGE REVIEW

Insurance Agent:

Address:

Phone   Fax:

Cell: Email:

HEADQUARTERS CONTACT:

Address:

Phone   Fax:

Cell: Email

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
    - o All leased and company vehicles
    - o All equipment insurance
        - ▪ Extended warranties and/or policies
- ☐ 401-K information
- ☐ Resumes of principals and managers
- ☐ Business account information
    - o 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
    - o All leased and company vehicles
    - o Copier
    - o Postage machine
    - o 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

CRITICAL TELEPHONE NUMBER LOG

Phone Number	Type	Status	Description	Solution	Related Business Function

Type
L   Local
LD   Long Distance
800   Toll Free
F   Fax
C   Cell
O   Other

Status
C   Currently in use
E   Establish for use during recovery

Description
Hotline, mail line, toll free, customer service, dial-in to network etc.

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:

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

- ☐ Accountant
- ☐ Billing/Invoicing Service
- ☐ Building Security Creditor
- ☐ Fire Dept (non emerg)
- ☐ Insurance Agent/Broker
- ☐ Local Newspaper
- ☐ Mental Health/Social
- ☐ Payroll Processing

- ☐ Administration
- ☐ Building Manager
- ☐ Electric Company
- ☐ Gas/Heat Company
- ☐ Insurance– CLAIMS
- ☐ Local Radio
- ☐ Police Dept (non emerg.)
- ☐ Small Business

- ☐ Bank
- ☐ Building Owner
- ☐ Emergency Mngmt Agency
- ☐ Hazardous Material
- ☐ Key Customer/Client
- ☐ Local Television Station
- ☐ Public Works Dept
- ☐ Telephone Company

- ☐ 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 ☐ Will 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 of 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 onsite.

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 equ8pment 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 date (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 you 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 pubic/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: 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" • 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			

	Impact (0-5)	Probability (0-5)	Total (Impact x Probability)
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: • 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 • 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 soft are 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, 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			
6. Denial of Service: • Network abuse: Misuse of routing protocols to confuse and mislead systems • Server overloading (processes, swap space, memory, "tmp" directories, overloading services) • Email bombing Downloading or receipt of malicious Applets, Active X controls, macros, PostScript files, etc.			
7. Sabotage: Malicious, deliberate damage of information or information processing functions. • 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		
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.

Recommended Emergency Fuel Storage Limits and Guidelines

(Consult your local fire department for definitive answers to any questions you might have, after reviewing the following recommendations)

- o Emergency Fuel Containers:
  - Store in detached shed or garage to minimize fire hazard and ignition sources
  - Two or three (2 or 3) 1-gallon DOT rated containers for gasoline and 2-cycle fuel

- o **STORAGE OF FLAMMABLE LIQUIDS**
  - **Gasoline & White Gas**
    - o **Limited to 25 gallons**
    - o No more than 10 gallons can be stored in an attached building/garage
    - o NO flammable liquid storage is allowed in basements

  - Empty containers are considered full when calculating total storage capacity

  - Storage of more than 5 gallons of flammable liquids, one 2A10BC rated fire extinguisher must be no further away than 50 feet

  - Flammable and combustible liquids in the fuel tanks of motor vehicles (gasoline, diesel and 2-cycle blends) are **exempt** and therefore not considered as part of your total fuel storage quantities

  - Flammable liquid storage containers must be of an approved type or original retail containers. Look for proper labeling.

  - **Diesel, Kerosene and Lamp Oil**
    - o **Limited to 60 gallons**
    - o No more than 10 gallons can be stored in an attached building/garage
    - o NO combustible liquid is allowed in basements

  - Storage of more than 25 gallons of combustible liquids two 2A10BC rated fire extinguisher must be no closer than 10 feet and no further than 50 feet.

  - Control of sources of ignition is mandatory! All transfer and dispensing of combustible liquids requires careful attention- eliminating static spark discharge, and ignition of flammable vapors. Open flames and high temperature devices must be controlled and approved for use with flammable/combustible liquids. And, smoking is prohibited in the storage area.

  - **Portable Kerosene heating appliances shall be (UL) llsted**

    - o **Limit fuel capacity to 2 gallons**
    - o Use of an non vented heating appliance is prohibited in occupied living spaces
    - o Carbon Monoxide danger – use of a battery powered detection device encouraged

  - **Propane and Butane**
    - o **PORTABLE DOT tank storage, up to 25 gallons total capacity**
      - Up to five 5-gallon (20 lb) portable appliance cylinders
      - OR one 23-gallon (100 lb) cylinder in an unattached building, garage or shed

- Storage of propane flammable/combustible liquids together should be separated by at least 10 feet.
- Up to (2) of the small portable 1-poind disposable propane cylinders are allowed inside a building / living space
- Propane cylinders attached to heating and/or cooking appliances as well as those mounted on trailers, motor homes and campers, co not count towards your total storage capacity.

Note – City/County ordinances vary on allowable storage issues for permanent LP-Gas systems and tanks. Please contact any state licensed Propane supplier, under "Gas-Propane" in the phone directory for more information regarding permanent Propane gas installations..

At a glance - maximum storage quantities:
- 5 gallons of flammable liquids (gasoline or Coleman white gas)
- 25 gallons of combustible liquids (diesel or kerosene
- 5 gallons of flammable gas (propane) in portable DOT cylinders

Heating fuels do not have an indefinite shelf-life. Many heating/cooking appliance manufacturers recommend that you consume all said fuels within 6 months of purchase.

Please contact your local Fire Chief or State Fire Marshal's office for further information on fuel storage safety and regulations.

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.

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 resident 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 take in 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 work places, 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 cell-phone 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 once 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 insures 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 such items 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 eye glasses 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 their 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 insures the "disaster-resiliency" of a community.

EARTHQUAKE FAULT MAP OF A PORTION OF SALT LAKE COUNTY, UTAH

UGS Public Information Series 3
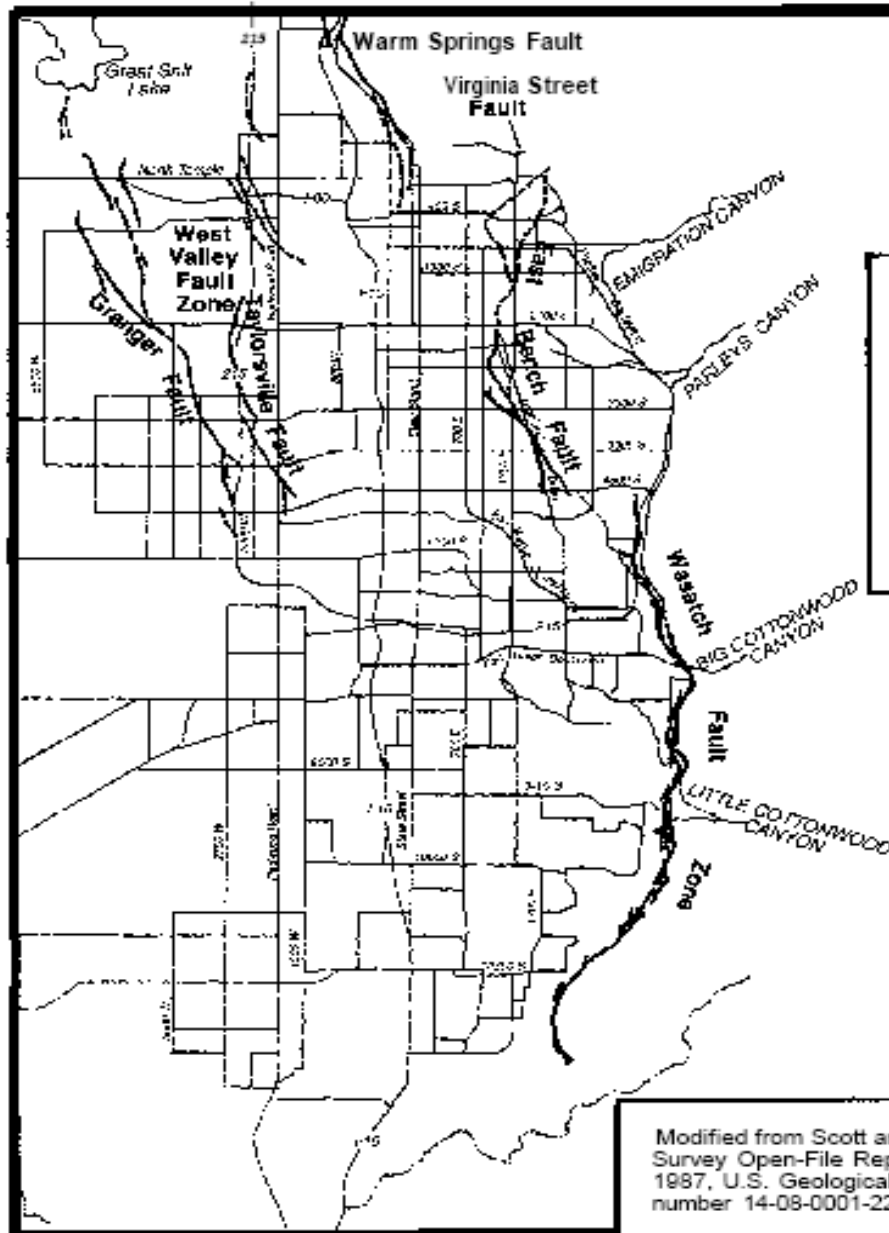
This map is general reference only.

Detailed maps are available at the Salt Lake County Planning Department.

Related Maps:
USGS MF-2114,1990 (S.F. Personius & W.E. Scott)
USGS I-2106, 1992 (S.F. Personius & W.E. Scott)

Explanation

Known trace of fault with evidence of Holocene (about 10,000 years ago to present) movement. Dashed where concealed or inferred.

Scale

Modified from Scott and Shroba, 1985, U.S. Geological Survey Open-File Report 85-448; and Keaton and others, 1987, U.S. Geological Survey Technical Report, Contract number 14-08-0001-22048

Drafted by Bill D. Black from digitized map provided by Craig V. Nelson, Salt Lake County Planning Department.

UTAH GEOLOGICAL SURVEY
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The Utah Geological Survey is a division within the Department of Natural Resources

EARTHQUAKE FAULT MAP OF A PORTION OF DAVIS COUNTY, UTAH

UGS Public Information Series 2
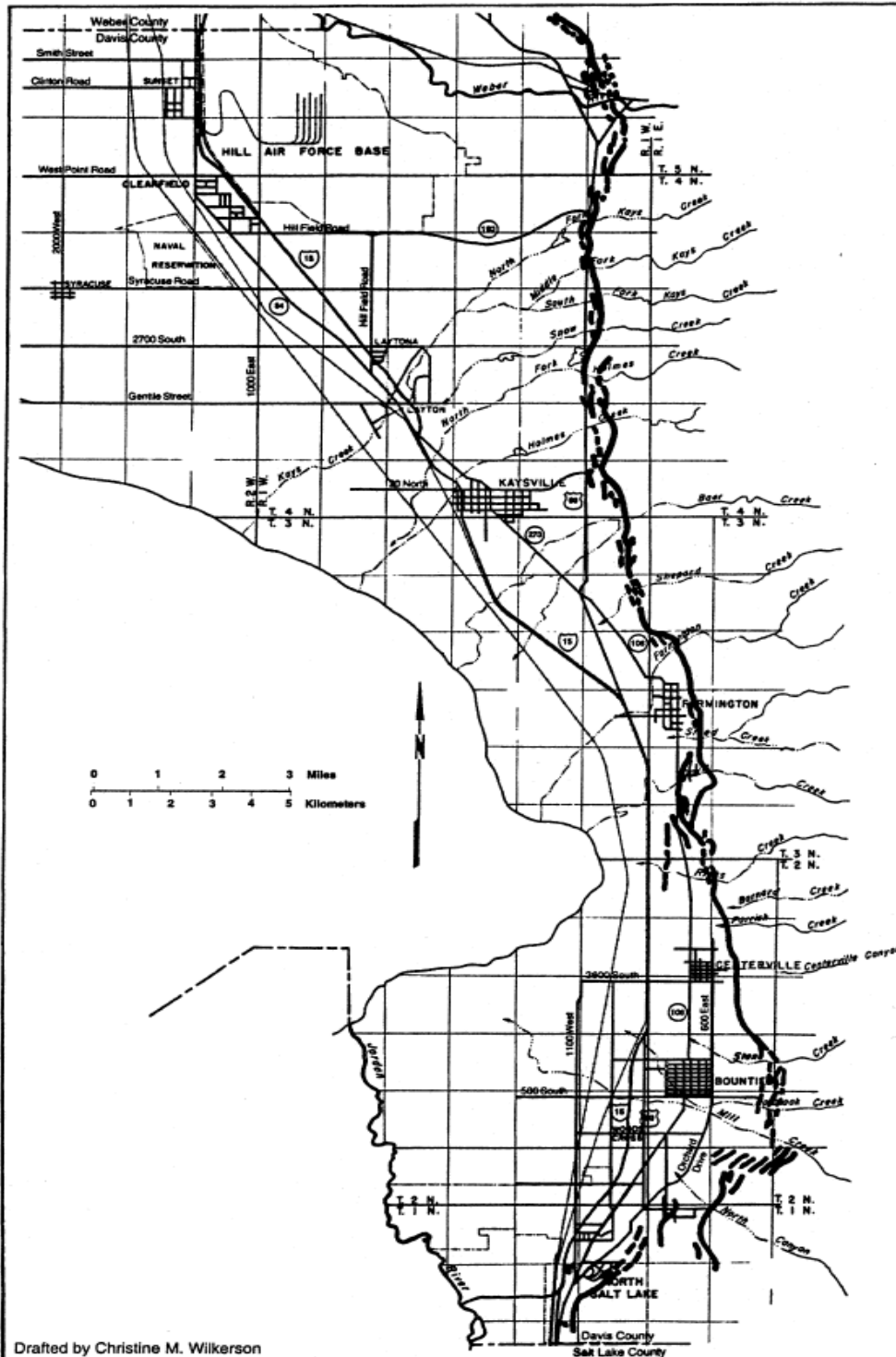
Known trace of fault with evidence of Holocene (about 10,000 years ago to present) movement.

(Dashed where existence is uncertain or inferred.)

This map is for general reference only. Detailed maps are available at the Davis County Planning Office.

Location of faults compiled from A.R. Nelson and S.F. Personius, U.S. Geological Survey I-2199, 1993.

UTAH GEOLOGICAL SURVEY
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Drafted by Christine M. Wilkerson

The Utah Geological Survey is a division within the Department of Natural Resources, Ted Stewart, Executive Director.

EARTHQUAKE FAULT MAP OF A PORTION OF WEBER COUNTY, UTAH

UGS Public Information Series 1
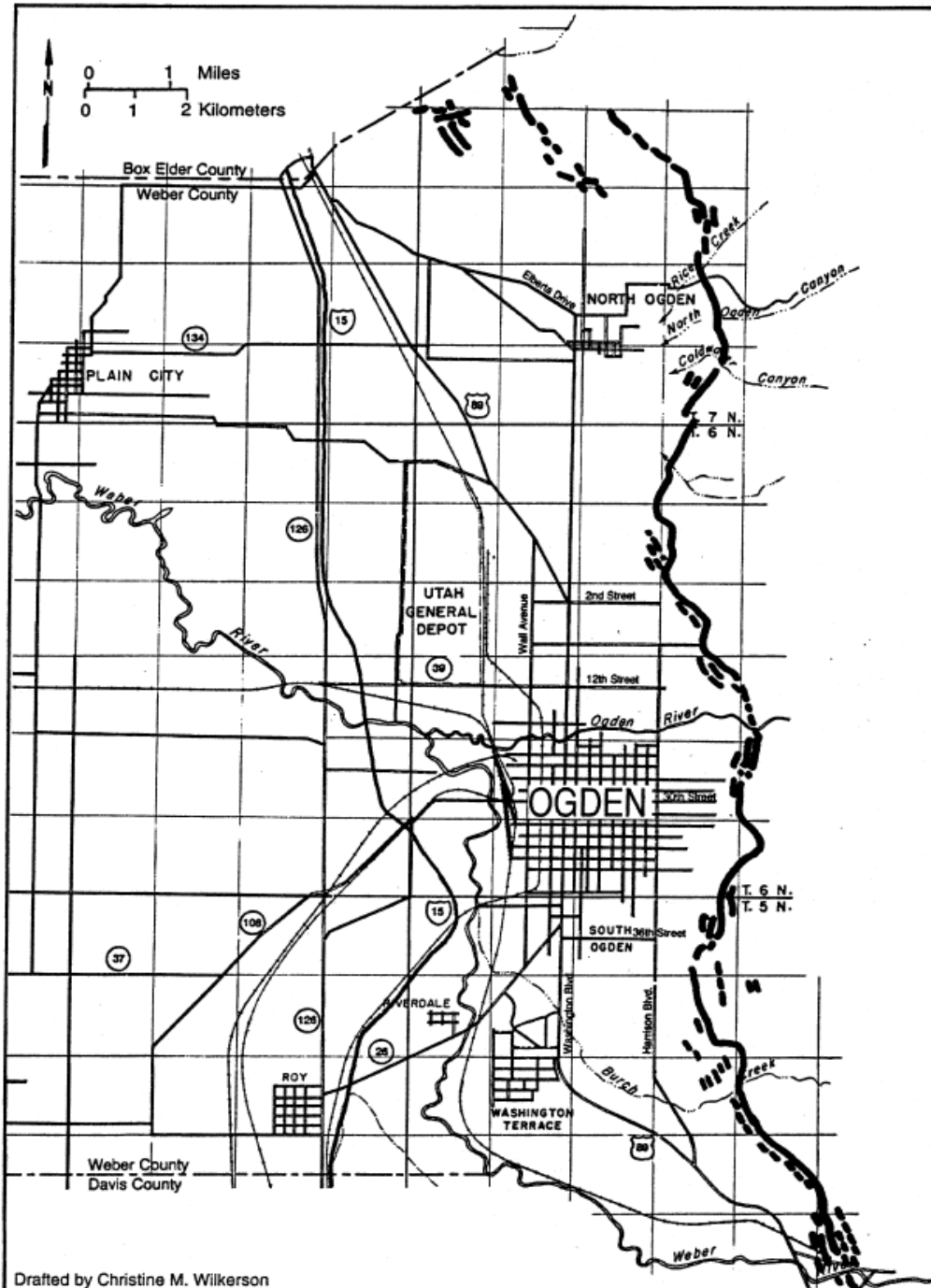
Known trace of fault with evidence of Holocene (about 10,000 years ago to present) movement.

Dashed where existence is uncertain or inferred.

This map for general reference only. Detailed maps are available at the Weber County Planning Office.

Location of faults compiled from U.S. Geological Survey:

MF-2132-1990
   A.R. Nelson and S.F. Personius.
I-2199-1993
   A.R. Nelson and S.F. Personius.
MF-2042-1988
   S.F. Personius.
I-1979-1990
   S.F. Personius.

Drafted by Christine M. Wilkerson

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The Utah Geological Survey is a division within the Department of Natural Resources, Ted Stewart, Executive Director.

EARTHQUAKE FAULT MAP OF A PORTION OF UTAH COUNTY, UTAH

UGS Public Information Series 11

EXPLANATION

Known trace of fault with evidence of Holocene (about 10,000 years ago to present) movement. Dashed where concealed or inferred.

This map is for general reference only. Detailed maps are available at the Utah County Planning Department.

Location of faults compiled by Robert M. Robison from Michael N. Machette, U.S. Geological Survey Map MF-2109 and I-2095, 1989; and Willis H. Brimhall and others, Mountainland Association of Governments Technical Report no. 3, 1976.

0   5 Miles

Digital compilation by Bruce J. Hall, Utah County Geographic Information System through Utah County Planning Department.

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Earthquake Risk Assessment
Open for Business, Institute for Business and Home Safety

The following building characteristics describe the types of building configuration or feature that can make your building less vulnerable to earthquake damage. This does not mean, however, that there is a low risk or earthquake damage

Additional risk may be imposed on a building due to its irregular features, presence of brick veneer, and vulnerable foundation types. Characteristics that could make your building more vulnerable to earthquake damage may not be so important if your building was designed by a professional engineer. In that case, the building should have been designed in a way that accounts for the features listed below:

☐ A simple building design. A box like building is generally more stable than an irregularly shaped building or a building with multiple stories that vary significantly in height. One example of this is when a multi-story office building has a grand entrance on the first floor with raised ceilings.

☐ A roof that has no openings, such as for access doors or skylights, or only openings with a dimension less than 12 feet or less than 50 percent of the smallest roof dimension. Large openings can weaken a roof.

☐ Light roofing materials, such as asphalt shingles and metal panels or tiles. The use of relatively light roofing materials will help keep the building's center of gravity low, thereby improving its performance and reducing the likelihood of damage during an earthquake.

☐ Absence of a large garage door, first story parking, or other large ground floor openings in multiple-story buildings. Presence of these features increases earthquake damage risk.

☐ Absence of brick or stone veneer on the exterior of the building. Not only is brick and stone veneer cracked and easily damaged in an earthquake, but it also introduces extra loads into the exterior walls – above and beyond the forces they would otherwise have to carry.

☐ Type of foundation. The foundation of a structure plays a crucial role in the structure's performance during an earthquake. There are several types of foundation systems. The first is a foundation system built directly on the ground as a slab-on grade system. The other three examples are of foundation systems where the bottom floor is elevated above grade.

The first two types are the most resistant to earthquake damage.

The foundation types are

      ☐ Slab-on-grade with integral footing (the footing and slab are a single unit)
      ☐ Crawlspace or basement foundation wall system consisting of a continuous concrete or reinforced masonry wall system
      ☐ Crawlspace or basement foundation wall system consisting of a wood stud cripple wall or unreinforced masonry wall
      ☐ Pier or pile foundation system consisting of wood, concrete, or steel

Note: A professional engineer should always be consulted when any structural improvements are being considered

Refer to the following checklist for additional actions that should be taken to protect your employees, customers and visitors as well as your building, contents and inventory, regardless of your building's configuration.

Check for:

☐ Windows, skylights and doors with either tempered glass or safety film applied on the interior side of the glass, to reduce the chances of the glass shattering. Check for etching in the coroner of the window that says' "tempered" or "laminated." Safety film is an adhesive film applied to the inside of the glass.

☐ Natural gas lines with flexible connections and automatic shut off valve. A flexible gas line is not rigid. It is made of a material such as rubber or plastic that you bend yourself. This reduces the chances of the line rupturing, resulting in a fire. The automatic shut off valve is typically installed near the gas meter.

☐ Flexible supply line to toilet(s).

☐ Flexible couplings on fire sprinkler system.

☐ Major appliances, such as boilers, furnaces, and water heaters, braced to the wall and / or floor such tat the appliance will not overturn or shift in the event of an earthquake.

☐ Hangers (usually strips of sheet metal or stiff steel rods) less than 12 inches long that support your mechanical and plumbing systems. Longer hangers may allow too much sway during a tremor.

☐ Computer and other electronic equipment secured to the floor or desk with braces, Velcro, or some other means of attachment, so it will not overturn

☐ Suspended ceilings braced to the structure to limit the amount of displacement during an earthquake.

☐ File cabinets with locks or latches that must be released manually in order to open the drawers. Locks or latches will keep cabinet drawers from swinging open during an earthquake and spilling contents,

If you are in an earthquake area, consider adding earthquake coverage to your insurance policy

Preparing for a Pandemic

Bird Flu
(Avian Influenza - H5N1)

H5N1 is a virus that is killing large numbers of birds and a few people in other parts of the world.
- H5N1 has been found in Europe, Africa, and Asia.

Bird flu is mainly a disease in birds.
- Bird flu has been found in wild birds.
- Bird flu has been found in domestic birds such as chickens and ducks.
- The birds can look normal and still be infected.

Bird flu is hard for people to catch.
- Very few people have ever caught bird flu.
- Most people who get bird flu have close contact with infected birds – usually their droppings and blood.
- Bird flu does not spread easily from one person to another.
- You can't get bird flu from eating cooked chicken or turkey.

There is no bird flu in the U.S.
- No people have bird flu.
- No birds have bird flu.

Pandemic Influenza

Pandemic influenza is not bird flu.
- Pandemic influenza is a disease in humans.
  - It would be a new disease.
  - It would spread easily from one person to another.
  - It could be mild, moderate, or very severe.
  - There is no pandemic vaccine (flu shot) at this time.
- If the disease is severe:
  - You may be asked to stay home if you are sick.
  - Schools, churches, and large gatherings (such as sporting events) may be cancelled.
  - Stores may be closed and food and water may be hard to find.
  - Healthcare will be different than it is now.

There is no pandemic influenza anywhere in the world at this time.

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 things 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:
    - Handwashing,
    - 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

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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 became ill, you would have difficulty keeping your business open.
- Recall and retrain retired workers. Keep phone 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 handwashing.
- 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 plexiglass 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.

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- 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 now 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? Establish clear policies now.
- Provide soap and hot water or alcohol-based hand sanitizers to your employees. Provide disposable tissues.
- Mass transit (such as crowded subways or 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 infection control practices, such as decontaminating office surfaces, such as phones, keyboards, etc. daily.

Other things to consider:
- Long distance travel may be temporarily stopped. Try to avoid travel (especially to affected areas) by using teleconferencing or videoconferencing. See if there are local suppliers available for 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 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:
Financial Services Sector Coordinating Council
Center for Infectious Disease Research and Policy
Pandemicflu.gov

<div align="center">

Utah Department of Health
Bureau of Epidemiology
May 24, 2006

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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	
☐	☐	☐	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.
☐	☐	☐	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.
☐	☐	☐	Train and prepare ancillary workforce (e.g. contractors, employees in other job titles/descriptions, retirees).
☐	☐	☐	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).
☐	☐	☐	Determine potential impact of a pandemic on company business financials using multiple possible scenarios that affect different product lines and/or production sites.
☐	☐	☐	Determine potential impact of a pandemic on business-related domestic and international travel (e.g. quarantines, border closures).
☐	☐	☐	Find up-to-date, reliable pandemic information from community public health, emergency management, and other sources and make sustainable links.
☐	☐	☐	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.
☐	☐	☐	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	
☐	☐	☐	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.
☐	☐	☐	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).
☐	☐	☐	Encourage and track annual influenza vaccination for employees.
☐	☐	☐	Evaluate employee access to and availability of healthcare services during a pandemic, and improve services as needed.
☐	☐	☐	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.
☐	☐	☐	Identify employees and key customers with special needs, and incorporate the requirements of such persons into your preparedness plan.

December 6, 2005
Version 3.6

1.3 Establish policies to be implemented during a pandemic:

Completed	In Progress	Not Started	
☐	☐	☐	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.
☐	☐	☐	Establish policies for flexible worksite (e.g. telecommuting) and flexible work hours (e.g. staggered shifts).
☐	☐	☐	Establish policies for preventing influenza spread at the worksite (e.g. promoting respiratory hygiene/ cough etiquette, and prompt exclusion of people with influenza symptoms).
☐	☐	☐	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).
☐	☐	☐	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).
☐	☐	☐	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	
☐	☐	☐	Provide sufficient and accessible infection control supplies (e.g.hand-hygiene products, tissues and receptacles for their disposal) in all business locations.
☐	☐	☐	Enhance communications and information technology infrastructures as needed to support employee telecommuting and remote customer access.
☐	☐	☐	Ensure availability of medical consultation and advice for emergency response.

1.5 Communicate to and educate your employees:

Completed	In Progress	Not Started	
☐	☐	☐	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).
☐	☐	☐	Anticipate employee fear and anxiety, rumors and misinformation and plan communications accordingly.
☐	☐	☐	Ensure that communications are culturally and linguistically appropriate.
☐	☐	☐	Disseminate information to employees about your pandemic preparedness and response plan.
☐	☐	☐	Provide information for the at-home care of ill employees and family members.
☐	☐	☐	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.
☐	☐	☐	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	
☐	☐	☐	Collaborate with insurers, health plans, and major local healthcare facilities to share your pandemic plans and understand their capabilities and plans.
☐	☐	☐	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.
☐	☐	☐	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.
☐	☐	☐	Share best practices with other businesses in your communities, chambers of commerce, and associations to improve community response efforts.

SECURITY CHECKLISTS

The purpose of section is to assist in determining those characteristics of the facility and/or its buffer zone that render them vulnerable to terrorist attack or exploitation. The information gathered from these checklists will be used to determine site vulnerabilities, as well as the preventive and/or protective measures to be taken during the various HSAS threat level changes.

Facility Management

This checklist assesses facility security, human resources, and other management practices that may affect facility security.

	Yes	No	N/A	Comments
Does the company have a formal security plan?	☐	☐	☐	
If so, is this plan available to all employees?	☐	☐	☐	
Does the company have a formal threat definition and assessment statement?	☐	☐	☐	
If so, is this statement available to all employees?	☐	☐	☐	
Is security awareness training provided to employees?	☐	☐	☐	
How many employees comprise the facility security workforce? Specify whether these are company or contractor employees.				
Are additional security personnel added when the threat level increases?	☐	☐	☐	
Do any members of the security force have arrest authority?	☐	☐	☐	
Do security personnel utilize SOPs?	☐	☐	☐	
Are background checks made on all new employees, and are the security personnel reinvestigated yearly?	☐	☐	☐	
Are background checks made on temporary employees and contractors?	☐	☐	☐	
Is there an executive protection program for senior executives/managers?	☐	☐	☐	

	Yes	No	N/A	Comments
Are there security memoranda of understanding (MOUs) or memoranda of agreement (MOAs) in place with adjacent facilities?	☐	☐	☐	

Surveillance

This checklist assesses the facility's vulnerability to surveillance and the existence or effectiveness of measures in place to protect against surveillance.

	Yes	No	N/A	Comments
Are there locations outside the facility that allow viewing of sensitive operations?	☐	☐	☐	
Are there higher elevation areas around the facility that enhance surveillance or attack scenarios (hills, buildings, parking structures, and other facilities, etc.)?	☐	☐	☐	
Are there commercial, public, or private buildings nearby that allow long-term undetected surveillance?	☐	☐	☐	
Are there bus stops, taxi stands/drops, or other areas used for public transportation that can be used as staging areas with a line of sight to the facility?	☐	☐	☐	
Are there normal activities occurring outside the facility that allow for close approach to restricted areas or the facility perimeter by unauthorized personnel?	☐	☐	☐	
Are counter-surveillance teams utilized during elevated threat levels?	☐	☐	☐	
Are trained counter-surveillance teams available?	☐	☐	☐	
Is there pedestrian or auto access available for surveillance?	☐	☐	☐	
Are there known deficiencies in the security perimeter?	☐	☐	☐	
If adjacent facilities share security boundaries with the facility, are there measures in place to prevent, limit, or monitor access to these boundaries?	☐	☐	☐	

Are there procedures in place to identify and verify disabled vehicles, personnel, etc. in close proximity to the security perimeter or critical facility components?	☐	☐	☐	
Are there any measures to record vehicles or personnel who approach or cross the facility? If so, are "warning" signs placed where clearly visible?	☐	☐	☐	
Are there opportunities for contractors, vendors, or visitors to obtain unrestricted access to the facility or restricted area?	☐	☐	☐	
Are there procedures for reporting suspicious personnel or activities?	☐	☐	☐	

	Yes	No	N/A	Comments
Are there established terrorist activity indicators/criteria for what constitutes a suspicious person or activity?	☐	☐	☐	
Are there local restaurants, pubs, etc. frequented by facility workers that would provide opportunities to gather sensitive information from casual conversations?	☐	☐	☐	
Do local newspapers or Web sites publicly advertise facility schedules, events, or other sensitive information?	☐	☐	☐	
Are sensitive facility plans, blueprints, operating procedures, etc. available to the public via the Internet or public record?	☐	☐	☐	

Buffer Zone Security

The following checklist assesses the security of the facility's buffer zone.

	Yes	No	N/A	Comments
Does an exclusive buffer zone already exist outside the external perimeter of the facility or critical component?	☐	☐	☐	
Are critical components located away from the facility's perimeter?	☐	☐	☐	
Are there public roads that allow access to critical facility components?	☐	☐	☐	
Are there additional avenues of approach for pedestrian or auto traffic that allows access to critical facility components?	☐	☐	☐	
Are any waterways that flow through the facility's grounds and/or within the buffer zone patrolled?	☐	☐	☐	
Is parking allowed within established buffer zones?	☐	☐	☐	
Do loaded trucks or railcars ever stop or park at or near the facility or facility approaches?	☐	☐	☐	
Can vehicle parking areas within the buffer zone be viewed from security checkpoints or other occupied dwellings?	☐	☐	☐	
Are vehicle parking areas in the buffer zone illuminated?	☐	☐	☐	
Does the buffer zone have sufficient lighting?	☐	☐	☐	

	Yes	No	N/A	Comments
Are passive vehicle barriers employed to exclude vehicles from entering buffer zone areas *(e.g., Jersey barriers, buried ties, concrete planters, cables, etc.)?*	☐	☐	☐	
Are there dumpster and trash receptacles within the buffer zone?	☐	☐	☐	
Are active vehicle barriers employed to exclude vehicles from entering buffer zone areas *(e.g., bollards, extendable wheel spikes)?*	☐	☐	☐	

Physical Security

	Yes	No	N/A	Comments
Fences and Gates				
Is existing fencing surrounding the facility perimeter in good repair?	☐	☐	☐	
Is the fencing alarmed?	☐	☐	☐	
Is the fencing reinforced or otherwise protected against vehicle access?	☐	☐	☐	
Is the area surrounding fencing clear of vegetation?	☐	☐	☐	
Are warning signs placed at the perimeter?	☐	☐	☐	
Are there gates controlling vehicular and/or pedestrian access?	☐	☐	☐	
Are gates manned 24/7?	☐	☐	☐	
Are gates controlled by a card reader system or other automated access control systems?	☐	☐	☐	
Are fence/gate areas adequately illuminated?	☐	☐	☐	
Vehicle Barriers				
Are speed control obstacles employed to prevent vehicles from running checkpoints or vehicle search areas during elevated alert levels?	☐	☐	☐	
Are passive vehicle barriers employed to protect critical components from Large-Vehicle Improvised Explosive Devices (LVIEDs) *(e.g., Jersey barriers, buried ties, concrete planters, cables, etc.)?*	☐	☐	☐	

	Yes	No	N/A	Comments
Vehicle Searches				
Are delivery trucks routinely screened or inspected upon entry?	☐	☐	☐	
During elevated threat levels, are passenger vehicles searched prior to being permitted to cross the facility?	☐	☐	☐	
Are explosives detection canines available for these sweeps?	☐	☐	☐	
Intrusion Detection/CCTV				
Does the facility have an exterior intrusion detection system (IDS)?	☐	☐	☐	
If so, does this IDS provide specific coverage for significant facility assets?	☐	☐	☐	
Does the facility have a closed-circuit television system (CCTV) in place? If so, how many cameras?	☐	☐	☐	
Are all significant facility assets under CCTV coverage?	☐	☐	☐	
Security Patrols				
Are after-hours checks made of facility access points?	☐	☐	☐	
Is the perimeter checked routinely by security?	☐	☐	☐	
Are security checks recorded?	☐	☐	☐	
Access Control				
Are badges used to identify employees and authorized personnel? When are they used?	☐	☐	☐	

Are passes or decals used to identify authorized vehicles?	☐	☐	☐	
Are access control devices (e.g., employee badges, swipe/proximity cards, biometric devices) used to gain entry to the facility?	☐	☐	☐	
Are access control devices (e.g., employee badges, swipe/proximity cards, biometric devices) used to gain entry to critical assets/areas within the facility?	☐	☐	☐	
Are screening devices used to detect the presence of weapons, explosives, or other unauthorized items (e.g., dogs, metal detectors, x-rays)?	☐	☐	☐	

	Yes	No	N/A	Comments
Visitor Control				
Are visitors required to sign in with security?	☐	☐	☐	
Are visitors issued badges that identify them as visitors?	☐	☐	☐	
Are visitors required to be escorted in sensitive facility locations?	☐	☐	☐	
Communications				
Does the facility have a command center? If yes, please describe.	☐	☐	☐	
Does the facility have direct communications channels with local law enforcement? If yes, please describe. If no, please describe how law enforcement is contacted in the event of an emergency.	☐	☐	☐	

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