BUSINESS RESILIENCE 101 WORKBOOK

LEARN HOW TO PROTECT YOUR BUSINESS BEFORE DISASTER STRIKES

U.S. CHAMBER OF COMMERCE FOUNDATION
Corporate Citizenship Center

BACKGROUND

Resilience in a Box is based on best practices and is designed to educate newcomers on Business Resilience. Small businesses are both highly vulnerable and without adequate resources with which to focus on taking preparedness actions. These resources will guide your company toward addressing preparedness issues while building in the flexibility to handle potential business interruptions. Resilience in a Box consists of 3 elements:

1. **Tools**
2. **Training**
3. **Resources**

Resilience in a Box tools are designed to lead every business--even one with no disaster experience or understanding--towards improved resilience. The tools were developed with three levels: Basic, Intermediate, and Advanced. The Intermediate level builds upon the Basic tools in order to get businesses better informed and able to readily determine specific actions that will enhance their resilience against all hazards and potential interruptions. The Business Disaster Resilience 101 Workbook (101 Workbook) is an Intermediate level tool as it provides more detailed business readiness guidance, tips, and resources to assist companies by addressing their own assets before a disaster occurs.

DIRECTIONS

Use this Business Resilience 101 Workbook (101 Workbook) to start addressing vulnerabilities in your six critical areas that can cause disruption and losses to your business. Your work will be guided through the completion of checklists, forms, and worksheets to help you identify, prioritize, and minimize those risks.

When finished, your business will be ready to move into the advanced level of Resilience in a Box to take what you have done and build your Business Continuity Plan, using resources such as the Disaster Resistant Business (DRB) Workbook and DRB Toolkit to guide your business.

PARTNERSHIP OVERVIEW

The Resilience in a Box program is a collaborative partnership between The UPS Foundation, the World Economic Forum (WEF), CENACED,the U.S. Chamber of Commerce Foundation, and the Disaster Resistant Business (DRB) Toolkit Workgroup. The UPS Foundation and WEF initiated it in Turkey in response to the 2011 Van earthquake, which caused 7001,000 casualties and cost between 1 billion to 4 billion YTL. It is being expanded to address other countries looking to improve their economic resilience through strengthening the ability of their small businesses to withstand different disaster impacts and helping them persevere.

For more information on Resilience in a Box, partners, resources, and tools, please visit www.ResilienceInABox.com

For information and training opportunities in Mexico, please contact CENACED's Lic. Emma González Sarur at (+55) 5250-8066 or direccion_general@cenaced.org.mx. Also, visit the website at www.cenaced.org.mx

LEGAL/OTHER REQUIREMENTS

Some countries have legal or regulatory requirements guiding businesses' preparedness, mitigation, response, recovery, or resilience activities. Review the requirements, in all countries where you operate, to obtain necessary requisites. The 101 Workbook may or may not exceed the legal requirements, but it does not replace your country's requirements. The 101 Workbook it is built on common sense, best practices based on what reduces impacts or losses and what businesses need after a disaster.

TIME TO COMPLETE

The time to complete each table or checklist in the 101 Workbook overall will vary depending on the size and complexity of your business and its corresponding data. If you have the information readily available, each table will take 5 - 15 minutes to complete.

What you complete in the 101 Workbook will vary depending on your business and priorities. Some businesses may choose to focus first on protecting their Inventory, while others may focus on protecting their People. It depends on the priority of the organization and the identification of the biggest vulnerability. Therefore, businesses may choose to spend additional time on certain tables.

ACKNOWLEDGEMENTS

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BUSINESS RESILIENCE 101 WORKBOOK OVERVIEW

PURPOSE

About 99% of businesses in every U.S. community are small and they employ over 50% of the private sector workforce. Throughout the world, small businesses are an integral element of all of the communities in which they operate, as their employees live in the community, and this is where they serve their customers. Unfortunately, every community is susceptible to natural hazards, and businesses themselves are also vulnerable to human-caused disruptions. However, the majority of small-to-medium sized businesses are unprepared for one of these emergencies occurring to them. All communities are more vulnerable when their economic base is hit hard by disaster. When businesses suffer the whole community suffers, extending the recovery timeline.

After a disaster, about 40% of small businesses will not reopen. An additional 25% close their doors over the following two years. Resilience in a Box is designed to give businesses the information crucial to readying themselves for any event that may occur: to survive and thrive, so the communities can survive and thrive.

This Business Resilience 101 Workbook (101 Workbook) delivers the Intermediate-level of the Resilience in a Box, building on the basic-level materials. The 101 Workbook provides more detailed readiness tips and tools businesses can use to determine areas of vulnerability then take actions that will address their specific disaster needs. It lays the foundation for developing a Business Continuity Plan (in the Advanced-level) by focusing now on six critical areas, and vulnerabilities that exist in every business.

The 101 Workbook guides companies to focus on priorities based on what is most important to their business (e.g. protecting inventory) so they can enhance their resilience against all potential hazards or disruptions.

GETTING STARTED

After a disaster, countless stories can be told of small-to-medium sized businesses who relate stories with one common regret, “I wish I had done something in advance.” For them, it was too late. **It is not too late for you and your business to take action**. Read this 101 Workbook and pick one step, then do it! Your business will be better prepared. Start now!

CREATING YOUR TEAM

To develop your business resilience you first begin by creating your team. No one person can know every facet of a business, but a team of key employees can provide their perspectives to ensure that your efforts in planning address all critical elements.

Your resilience planning team is building longevity for the whole company to survive and thrive no matter what comes your way, regardless of whether it is a big or small disaster. **This planning team cannot keep a business from experiencing any disaster, but it can help to reduce impacts so the company can come back faster and with fewer losses; all because of what was designed in advance.** The focus of this 101 Workbook is on how to mitigate or lessen impacts that might otherwise cause serious damage and disruption from a number of unplanned events.

EXECUTIVE SUPPORT

The planning team must have the approval and support of the company executive from the beginning. This lets everyone know that they are authorized to be spending time on the resilience effort, as it may mean some time away from their regular work. It is, however, an investment in the survivability of the company to withstand a disaster and that will require the involvement of some subject matter experts to weigh in on the planning process to make sure all bases are covered.

Executives will also need to have clear expectations on how long planning takes. The process of planning is extremely valuable as it is identifying weaknesses and fortifying strengths. To facilitate this, there must be strong communication between the planning team and the executive in order to keep them informed of the progress and to further share their support with the rest of the company.

IMPACTS TO BUSINESSES

A small business can experience an average of $3,000 in losses for **every day** it is closed. A medium-sized business can average $23,000 in losses **per day**. A large company can have losses averaging $93,000 - $700,000 in losses **per hour**. What we do know is that the costs of having your doors closed adds up quickly and only makes things easier for your competitors to cut into your market share.

The problem is not just in being closed. Most smaller businesses do not have any cash reserves available to cover damage repairs, cleanup, or replacement of broken items. In fact, impacts come in two forms: direct and indirect. Direct impacts are the obvious physical damages you can see in pictures. Indirect impacts disrupt the necessary infrastructure, such as a power and water, which a business relies on to be operational. Another example is interruptions to regional transportation and roads so customers cannot get to the business. Both types of impacts can cause serious losses to a business, even though direct damage gets the most attention.

WHY DO BUSINESSES FAIL?

A long-term study (Alesch & Holly) researched small businesses that failed after disasters--some over a decade later--and found commonalities. We have learned from their lessons so your business will not suffer the same fate:

- Adverse effects on customers; no longer purchase firm's goods or services
- Losses to property, process, or inventory and cannot supply customers' needs
- Not in good financial shape before the event
- Failure to understand the post-event environment
- Unwilling or unable to act in response to the new environment

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We can learn the importance of resilience from these insights, and see how being flexible in the new post-disaster environment is a key to survivability. Based on these findings, the Resilience 101 Workbook will give you tools and tips to strengthen your business.

TYPES OF DISASTERS

Regardless of where a business is located, it is vulnerable to hazards and potential disasters. These **disasters are divided into two types: natural or man-made**. If a business is unprepared, these eventualities can interrupt business operations and cause catastrophic losses and potential closure.

The most common natural disaster for businesses is fire. The most common man-made disaster is data loss, such as having not backed up critical data and/or failing to store data both on and off-site. Businesses should start their first step toward resilience by identifying their general potential disaster hazards; natural and man-made.

On the following page, fill in the blank for any additional hazards.

My Business Hazards

Some of these hazards may cause cascading issues such as a storm or earthquake causing power outages. List all hazards relevant to your businesses, regardless of whether it is a cause or effect of another hazard. Use the blanks to create any others.

NATURAL

- ☐ Fire
- ☐ Earthquake
- ☐ Tornado
- ☐ Flood
- ☐ Storm
- ☐ Landslide
- ☐ Hurricane/Typhoon
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

MAN-MADE

- ☐ Data entry error
- ☐ Cyber attack
- ☐ Terrorism
- ☐ Vandalism/Sabotage
- ☐ Theft/Crime
- ☐ Security Breach
- ☐ Power Outage
- ☐ Epidemic
- ☐ Accident
- ☐ Civil disorder
- ☐ Hazardous material
- ☐ Active shooter/ Workplace Violence
- ☐ _____
- ☐ _____
- ☐ _____

INTERNAL & EXTERNAL HAZARDS

Based on the overall hazards you've listed, drill down one more level to look for potential impacts that pose further hazards that may interrupt a part or all of your operations. Begin by walking around your business. Look for hazards that are internal to your organization and external to your facility. Ask these questions: What is around me? What should I be concerned with that may interrupt my operations, cause losses, or hurt someone? Here are examples you may find:

POTENTIAL INTERNAL HAZARDS

- ☐ Utilities located in basement or on the floor of 1st floor
- ☐ Not backing up computer data
- ☐ Heavy or breakable items on high shelves or bookcases
- ☐ Filing cabinets not bolted to the floor, each other, or wall studs
- ☐ Unbraced shelves located next to emergency exits
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

POTENTIAL EXTERNAL HAZARDS

- ☐ Other businesses in your area who may experience a disaster which could impact you
- ☐ Located near a water source, such as a river, water main, etc.
- ☐ Brick elements in your building structure or façade
- ☐ Near a railroad, airport, freeways
- ☐ _____
- ☐ _____
- ☐ _____

NOTE: ALL-HAZARDS APPROACH

Even though, to get you started, we have just looked at individual hazards, keep in mind that this is just a planning tool used to trigger thoughts around potential impacts to your business. The rest of this Workbook uses an "all-hazards" approach to planning, which will simplify your eventual disaster plan, as preparing for one type of hazard helps with many others. All-hazards planning is a way to be more effective in preparing for resilience as you are building in the flexibility to be able to survive and thrive to multiple hazards.

YOUR SIX CRITICAL BUSINESS ASSETS

Every business, no matter what type or how large, consists of critical assets. These are the building blocks of every business that, if taken away, would cause disruption and potentially catastrophic losses. To simplify identification of the critical assets, all have been condensed down into six categories: **People, Data, Operations, Inventory, Equipment, and Buildings.**

The various components of these assets will vary from one business to another, but these six critical categories exist in some form or another in all companies. Assets will differ between businesses, although same industry types share more commonalities.

Understanding what your critical assets are will assist you in identifying where your business is vulnerable to interruption. If most of a business' revenue comes primarily from its inventory, then a business should prioritize protecting or fortifying this asset from damage and losses from disasters such as a flood, earthquake, or fire.

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OPERATIONS
Accounts receivable/payable
Computers (hardware & software)
Providing medical services
Payroll
Mail room
Manufacturing
Food preparation
DATA
Documents
Files
Vital records
Server back-up
Information
INVENTORY
Emergency supplies
Stock
Supplies
Raw materials
YOUR SIX CRITICAL BUSINESS ASSETS
PEOPLE
Employees
Customers
Vendors
Suppliers
Visitors
Partners
EQUIPMENT
Servers
Network
Specialty equipment
Manufacturing equipment
Furniture
Copiers
BUILDINGS
Main office
Warehouse
Restaurant
Store front
Lease space
Storage unit

Keep in mind that your personnel assets are likely involved in many of the other asset categories. However, your people, business relationships, communications, and company brand need to be addressed directly as a critical resource to your overall business. Without them, your business is vulnerable to reduced consumer confidence, disruption, and failure.

ASSESS YOUR BUSINESS RISK TO DIFFERENT HAZARDS

Now that you have identified both your potential hazards and business assets, it is time to assess where your business is most vulnerable to disruption. In the table, decide the level of impact each hazard will have on each of your critical assets and total your scores. Based on your results, then determine the priority of your assets, lowest to highest, to know which areas need to be addressed first, second, third, etc. to reduce potential impacts and disruptions.

Before you begin completing the Risk Assessment table, you will need to understand the difference between the levels of impact. They are listed in order of escalation:

1	**Negligible**	Limited to no business disruptions or property damage
2	**Marginal**	A hindrance that may effect operations without shutting down, you have no or minor damage, it may be an occurrence in neighborhood
3	**Critical**	Temporary disruptions of operations or major damage to the facility, impacts are to community
4	**Catastrophic**	A disaster that affects entire regional community causing workplace disruptions and forces closure of building(s). This is an event of large proportions. It can include complete destruction, multiple injuries or deaths, and a regional event that means limited or no outside resources available for some time. Typically in such events, this means no outside resources for at least days, often much longer.

TABLE DIRECTIONS

The table on the following page will help you determine and prioritize your business risks.

1. Read through the general types of hazard events listed in the left-hand column, and add your own in the blanks provided
2. Start with the first listed disaster event, **Accident**
3. Circle the number in each asset area to score how the hazard would likely impact your business
4. Complete the other rows then total your numbers for both columns and rows
5. As the last step, prioritize which areas should be addressed first, based on highest vulnerability, then assign each column with your priority number 1-6

Critical assets are business building blocks. If removed, they would cause disruption & potentially catastrophic losses

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IMPACT TO CRITICAL BUSINESS ASSETS

1 = Negligible 2 = Marginal 3 = Critical 4 = Catastrophic

Type of Event	People	Data	Building	Inventory	Equipment	Operations	Score
Accident							0
Computer Virus							0
Cyber Threat							0
Earthquake							0
Fire							0
Flood							0
Hurricane/Typhoon							0
Plane Crash							0
Power Outage							0
Storms							0
Terrorism							0
Theft/Security							0
Thunderstorm/Lightning							0
Tornado							0
Tsunami							0
Volcanic Eruptions							0
							0
							0
							0
							0
							0
Totals	0	0	0	0	0	0	
Priority	**Priority**	**Priority**	**Priority**	**Priority**	**Priority**	**Priority**	

Well done!

You have completed assessing your risks! If you have not engaged others in this process yet, consult with Human Resources or others in your company about the results to ensure you are considering the whole organizational picture. No one-person knows every facet to an organization, so ask for their feedback and revise priorities accordingly.

As for what to do next, pick your most critical asset that is important to your business and immediately take steps to protect it. That is the place to start. If you have a few equally critical areas – pick the one that will make the most difference in order to accomplish something right away. In doing this, you can build momentum to take the next step and increase resilience, which will make all the difference for your business. Start now!

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PROTECT PEOPLE (RELATIONSHIPS, BRAND & COMMUNICATIONS)

One of your most valuable assets is your people. You cannot respond to customer orders or serve food in your restaurant without them. But this goes beyond your employees. Without your customers, vendors, or suppliers, your business would suffer. In spite of this, **people are the most overlooked asset when planning for a disaster** as businesses tend to consider their physical space or operations without acknowledging the people needed to run them.

In this workbook, we have broken this asset down into the people who play a role(s) in the business and any relationships needed to support the business, both internally and externally. Included in this are communications and the public trust of the company brand/name that you have created; all of which are interrelated. We will expand on this concept below. Each person/relationship will be described separately.

PEOPLE & RELATIONSHIPS

For our purposes, let's divide people into two types: internal and external.

INTERNAL PEOPLE

For the most part, internal means just your employees, but it needs to be much more inclusive than this. The term **Internal** should represent all the key people who are a part of your operations and functions as a whole. You cannot run your business without your employees, customers, vendors, suppliers, and other key contacts. In fact, to lose one of these groups could have a devastating impact on your business' survivability during the inevitable unplanned interruption, and without them could create significant losses.

Employees are staff you pay to work on and run aspects of your business. They can be full-time, half,-time or part-time; permanent, temporary, or contracted. They are your core people and you rely on them to perform their roles and serve your customers.

Emergency Contact Lists

On a day-to-day basis, you have people at your company who have contact lists for business matters, but there are some matters that can escalate in times of disaster which could mean that the one person with the contact list is not available – where is that contact information? Below is a contact sheet for some of these people. Centralize these contacts lists with all of your emergency planning documents so they are all in one place allowing for a back-up so that alternate personnel can reach critical contacts when needed. Also, don't forget that those day-to-day experts at your company need to keep the information both updated and centrally backed up.

EMERGENCY CONTACTS LIST

First Name	Last Name	Work Phone	Mobile Phone	Home Phone	Work Email	Personal Email	Emergency Contact Name	Emergency Contact Mobile Phone	Emergency Contact Email	Evacuation Plan?

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EMERGENCY CONTACTS LIST

First Name	Last Name	Work Phone	Mobile Phone	Home Phone	Work Email	Personal Email	Emergency Contact Name	Emergency Contact Mobile Phone	Emergency Contact Email

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KEY CONTACTS may be a combination of both internal and external people with whom you really need to keep in contact, potentially daily, weekly, and absolutely after an emergency. Contacts here are likely from some of your other lists. This group may be made up of your key vendors, suppliers and most important customer(s). Without them, your business could suffer. For instance, sometimes a company has one customer that generates a significant amount of revenue compared to other customers. They are ones you want to keep happy as the potential of just losing them alone could mean a disaster for your company. Key contacts can also mean a particular office in local government that you would need to reach out to: e.g. regulatory department, law enforcement, or economic development.

KEY CONTACTS LIST

Key Contact Name	Work Phone	Mobile Phone	Home Phone	Email	Social Media Page / Handle (e.g. Twitter, Facebook)	Alternate Contact Name	Alternate Contact Phone	Alternate Contact Email

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CURRENT CUSTOMERS are those with whom you have a relationship and are a crucial part of your ongoing operations. In fact, it costs five times as much to attract a new customer than to keep an existing one. Once a customer has been lost, it is extremely difficult to get them back, with four out of five never returning. It is the existing customers on whom we must give the most focus on because when they are satisfied with your goods/ services, almost half will trust your brand over competitors and 73% will recommend your brand to others. Taking care of your customers on a daily basis is critical business. That is why in a disaster, they have to be in your immediate response loop in order to address their needs or at minimum, they must be communicated with as much as possible.

CURRENT CUSTOMERS LIST

Customer Name	Mobile Phone	Other Phone	Email	Social Media Page / Handle (e.g. Twitter, Facebook)	Alternate Contact Name	Alternate Contact Phone	Alternate Contact Email	Other

VENDORS / SUPPLIERS are an obvious group to whose contact information must be maintained for your daily operations, and you likely have that information already. But is that information centrally located? Duplicated? Also, you may not have contact information on how to reach them after-hours, or on to whom you can call when your primary contact is unavailable. Get all information you may need in order to reach them, and make sure they have yours. Like your customers, the relationships are important and you want to make sure that your are staying in touch and definitely need to inform them in times of an emergency as they may need you as much as you need them. One note: too many businesses have just ONE key vendor/supplier of a particular product or service. This is called a "single-point-of-failure" as you are relying on something only supplied to you by one provider. Let's say they experience a fire at their factory – when will your products ship, if at all? If you have no back-up company providing that product and you have your customers to serve, their unplanned interruption has just become yours. Build in redundancy to make sure you have options to meet orders/customer demands by having contact information and details for another company, or two, that can help you. It can also help you achieve competitive pricing by using multiple vendors/suppliers to get your products.

VENDORS / SUPPLIERS LIST

Vendor / Supplier	Contact Name	Work Phone	Mobile Phone	Alternate Phone	Email	Social Media - Page / Handle (e.g. Twitter, Facebook)	Alternate Contact Name	Alternate Contact Phone	Alternate Contact Email

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VISITORS are another smaller group to keep in mind only because you may have extra people physically at your business at any given time. They could be family members of an employee, existing or potential customers, maintenance staff, regulators, or the general public. Depending on your type of business, this may be more than a handful on any given day. Since most of these people are unplanned for and some may not have a role with your business, you don't need to create contact information from them, but you absolutely have to know when they are physically on site. An easy way to get this information is to have at least a visitor sign-in policy and log to track the comings and goings of all visitors. The reason being is when something happens, you need to know "who" is "where" so you can account for them, and potentially help them, when needed. This could be due to a fire, tornado, earthquake, or even a theft to determine where your security broke down. When they are visiting your business, you are liable for them, so do you due diligence to at a minimum know who and where they are.

Here is a sample sign-in sheet:

VISITORS LIST								
Name	Organization	Purpose of visit	Who are you visiting?	Where are your visiting?	Time In	Time Out	Badge #	Assigned by

PARTNERS OR PARTNERSHIPS are a unique group as it is not referring to a legal arrangement like that with a law firm. They may be trade groups, like-minded businesses (or even competitors), nonprofits, community-based organizations, government, and potentially others in your area that have the same interest in serving the community. Maybe this is a part of what you do on a daily business or is a little extra that you give back to your community for corporate citizenship. Sometimes your employees or executives have a particular interest and bring a company to a partnership table to assist with an underserved population (like a United Way campaign), a community event (like a parade for the local sports franchise), or preparing for disaster. Partnerships are typically developed over time for a particular purpose and some may be for only a short time.

However, there is an opportunity to grow an additional resource over time that can assist you and your community during times of disaster. You may be a small community bank and create a "reciprocal agreement" with another bank or business that should either be hit by disaster, the other will offer some space or resources for to use during recovery. Many have found that a community that partners together, recovers together faster, and everyone benefits. These partnerships can, and do, focus on disaster preparedness by working with other businesses interested in planning for their own preparedness, sharing ideas and experiences, and frequently include working with your local government emergency management organization which has many resources and programs that can assist such efforts. These same partners may even want to take steps to create initiatives together to make the community safer such as strengthening schools from a potential hazard. All of this can facilitate your ability to remain operational and ease the impact in the community you serve and where your employees live. For now, track their contact information separately, but eventually some of these partners may shift to your Key Contact List, if they are not there already.

PARTNERS / PARTNERSHIPS LIST

Partner Organization	Contact Name	Email	Work Phone	Mobile Phone	Alternate # or email	Social Media Page / Handle (e.g. Twitter, Facebook)

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EXTERNAL PEOPLE

When looking at the people external to your business, it is fairly straightforward who falls into this category, but they are important too. These people support for your existing business operations, are impacted by your reputation or brand, and could become a part of your internal operations such as a new customer.

POTENTIAL CUSTOMERS are a group every business is targeting is some form or another. A significant cost is spent gaining these customers and they can be difficult to acquire. About 44% of companies have a greater focus on gaining new customers rather than on retention of extant ones, which means there is a constant focus on this External group of people. There is no list to keep as they have not yet been identified, but it is important to keep this group in mind when it comes to disasters. When struck by an unplanned disruption, many companies are so focused on recovery and the maintenance of existing customers that they do not think of the new opportunities that a disaster can create. An untapped population may move into your community after a disaster which can use your product – how can you market to them now? The process of disaster planning you are currently undertaking can make your business more flexible and position you to take advantage of these new opportunities ahead of any competitors. This is yet another way that by planning for potential disasters, you can survive and thrive.

THE PUBLIC is a general term, but one way to look at them is they are potential customers. Most are not your target base, but they are in the community you serve and can be the receivers of information about your businesses, such as after disaster, and share that with others. The hope is that the information about your business which they hear will be positive information, not negative, but we will cover more on that in the brand section.

GOVERNMENT AND/OR REGULATORY AGENCIES are a known group necessary to operating a business. Again, there may be one staff person or department that deals directly with government agencies for day-to-day operations, but what happens if that person is not available? You need to know who to contact if you have to report a spill of chemicals on the loading dock or who to call when dealing with an international trade issue with a product at the port. Each business, and type of business, may have different reporting or regulatory compliance requirements for daily operations and others in times of emergencies. Make certain this information is centrally located and recoverable.

EMPLOYEE ENGAGEMENT

Your employees are an important asset to your business. They are critical to how operations run, how work gets done, and how your customers feel about your company every day. In times of emergencies, your employees can also play crucial roles that can protect the lives of employees and other occupants. After you design the type of employee preparedness program you want, then recruit willing participants through the annual Employee Awareness campaign. After training is completed, provide any needed equipment to match their level of training.

Employees are critical to how operations run, how work gets done, and how your customers feel about your company every day

CREATE AN EMERGENCY ACTION PLAN

The Emergency Action Plan (EAP) outlines the procedures for employees to take during a fire (the most common business disaster) or other emergency. These should be simple step-by-step instructions that everyone can easily follow. This plan will become part of your Business Continuity/disaster plan, so it s a good place to start. Creating the Action Plan will also help you outline what roles you want employees to play in helping carry out the actions. Here are the basics the Emergency Action Plan must have (per the Occupational Safety and Health Administration or OSHA):

- A preferred method for reporting fires and other emergencies
- An evacuation policy and procedure
- Emergency escape procedures and route assignments, such as floor plans, workplace maps, and safe or refuge areas
- Names, titles, departments, and telephone numbers of individuals both within and outside your company to contact for additional information or explanation of duties and responsibilities under the emergency plan
- Procedures for employees who remain to perform or shut down critical plant operations, operate fire extinguishers, or perform other essential services that cannot be shut down for every emergency alarm before evacuating
- Rescue and medical duties for any workers designated to perform them
- Consider designating an assembly location and procedures to account for all employees after an evacuation
- Must include a way to alert employees, including disabled workers, to evacuate or take other action, and how to report emergencies, as required
- Make sure alarms are distinctive and recognized by all employees as a signal to evacuate the work area or perform actions identified in your plan
- Make available an emergency communications system such as a public address system, portable radio unit, or other means to notify employees of the emergency and to contact local law enforcement, the fire department, and others
- Stipulate that alarms must be able to be heard, seen, or otherwise perceived by everyone in the workplace. You might want to consider providing an auxiliary power supply in the event that electricity is shut off

Create an EAP to outline procedures employees will take during a fire (the most common business disaster) or other emergency

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DESIGN EMPLOYEE TRAINING

You already assessed your potential hazards. Based on those hazards, choose what makes the most sense to care for your employees. Keep in mind, there may be some requirements in your state (e.g. for fires have designated evacuation wardens to assist getting people out of the building), so make sure you address that first. Update your emergency response procedures to include your trained employees and their new role. This will become a part of the training so roles and responsibilities are clear, and everyone is trained on what to do.

Now you can design training using available resources, such as Standard First Aid and CPR training offered by the Red Cross or fire extinguisher training provided by the local fire department. Determine the type of training you want from your employees to address your hazards and needs. There are a variety of options for and types of training, and some are low or no cost to attend such as:

- Standard first aid and CPR
- Evacuation Warden Training
- Fire Extinguisher
- Light Search & Rescue
- EMT
- Incident Command System (ICS)

HOLD EMPLOYEE AWARENESS/EDUCATION SESSIONS AND CAMPAIGNS

To encourage support for your overall activities, Employee Awareness Sessions are a way to reach the entire employee population and give them rationale as to why this is so important. Your workforce is an important part of the disaster response process as they have a key role. You will not be able to recover your business without your employees. Part what you need them to do is understand the importance of planning, mitigation, and training. In particular, you can use these sessions and the campaign to pique interest in the planning and the recruitment of employee volunteers to become trained emergency responders and sign up for the specific training sessions.

CONDUCT TRAINING

Once you have recruited employees to the response positions, you can conduct their training to prepare them for their special roles. All of this should be documented into a training manual. Emergency procedures will need to be updated with the roles of the new trainees, such as Fire Wardens, and should to adjusted to match any changes in the training.

Benefits of Employee Training

A great benefit of creating a Business Continuity, or emergency preparedness, program that offers life safety trainings to employees is that their feeling of loyalty for the company increases. Employees feel that the company cares about them by providing training, sometimes during business hours, because their safety is important. In non-disaster times, there are quite a few examples of how trained employees saved lives in the community by helping at an accident scene, treated a person choking at a restaurant, or performed CPR in their neighborhood. In this way, you are not only preparing your business, but also providing a community service!

TAKE MESSAGES HOME, TO NEIGHBORHOOD

When disaster strikes, first responders are understandably busy addressing the needs of the community, such as schools, hospitals and so forth. Businesses are at the bottom of the needs list and must be self-sufficient. The same goes for your employees. When something happens, you are reliant on the availability of certain staff based on your priorities identified in the work you have done in this workbook. In order for your employees to be comfortable with staying at work, or coming back to work quickly, their families will have to be safe and taken care of already. It will be important that your employee preparedness materials include how to get prepared at home. If they can further get involved in their neighborhood preparedness, they can rest assured that their family will have additional assistance.

☐ REFRESH TRAINING AND CAMPAIGNS ANNUALLY

Because your employees' primary jobs are not as first responders, it is important that they get yearly refreshers to remind them of their training. This annual training will also provide an opportunity to update anything new from the training into your emergency procedures and hear stories of how they used their training over the past year. The refreshers and any annual drills that you hold, e.g. the world's largest annual earthquake drill, The Great ShakeOut, help to increase support and interest in your efforts. It can also help recruit new employees to the next training.

EMPLOYEE ASSISTANCE PROGRAM

We've already established that your greatest assets are your employees. They are the integral components of any operation. But they are also human and may have experiences where they need additional assistance to recover personally, particularly post-disaster.

A great benefit of creating a Business Continuity, or emergency preparedness, program that offers life safety trainings to employees is that their feeling of loyalty for the company increases.

If you do not already have one, create an Employee Assistance Program (EAP) to assist your workforce.

- ☐ Launch an Employee Assistance Program (EAP) as it addresses their personal needs and reasons for productivity decline
- ☐ Consider how your company can help employees and families with immediate needs after a disaster and those things to which they need access (food, housing, medical care, etc.)
- ☐ Plan to connect employees with resources – as there are some who may be hit hard by the disaster, they may not have the physical ability or a working phone to track items down, such as finding:
  - ☐ New housing, childcare, a rental car, a kennel, or other necessary services
- ☐ Consider how you can provide employees any emergency financial aid (e.g. emergency grants, housing, advance on wages)
- ☐ Even if employees do not have a critical operations role, they can play an important role in recovery by supporting other functions. Even doing something as simple as welcoming employees back after an interruption can play a vital role in getting the company back on its feet. In additional to your communications staff keeping people in the loop, also keep employees engaged in the recovery , even if it is not part of their normal duties as assigned

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COMMUNICATIONS & BRAND

COMMUNICATIONS STRATEGY

The most important piece to planning your overall outreach is to create a Communications Strategy. This strategy will become part of your Business Continuity/disaster plan, so it is a great place to start, as you will be able to use it right away.

Methods

There are many technologies and solutions available to help a business communicate. They range from no cost to significant cost; and from low tech to high tech. You also can use a hybrid combination of solutions to tailor solutions for your different audiences.

- ☐ Examine alert options to keep employees, customers, vendors, suppliers, and stakeholders informed regularly using multiple tools/technologies (e.g. phone, email, text message groups, website, social media, alert systems, out dialer). Keep contact information updated and test regularly

  ! Text messages are easier to send/receive and use less broadband than email, plus people more likely to see it on their phone

Spokesperson

This is a task for people in your business who already have a communication responsibility on a daily job. This is not a train-on-the-spot position. Instead, give it to the experts who will not need any training. They are typically people from Human Resources, Public Relations, External Affairs, or similar, and can act as a spokesperson for the company or have experience working with the media.

Filling the Spokesperson Role

- ☐ Designate, and train, a reliable spokesperson and backup who are the only approved voice(s) for your company and make certain that all employees know the name of the spokesperson
- ☐ Make them accessible to the media 24 hours a day (likely not the CEO)
- ☐ Recognize their key responsibility is to keep everyone updated as to status, even if that means saying “We don’t have any news yet, but will be back in touch in one hour”

Internal v. External Communications

Communication is vital and occurs in both peace-time and after disasters. Post-disaster, the focus is different but requires the use of all of the same critical communication skills. The two targets for the communications are your internal audience (e.g. employees) and your external ones (general public).

Internal Communications

An important element of a successful business includes its internal communications with employees, customers, vendors, suppliers, and stakeholders. How well your communications with your internal group works after a disaster is directly related to what you establish before something occurs.

? What do you have in place today?

INTERNAL COMMUNICATIONS

BEFORE DISASTER

- [ ] Examine alert options to keep employees, customers, vendors, suppliers, and stakeholders informed regularly using multiple tools/technologies (e.g. email, text message groups). Keep contact information updated and test regularly
- [ ] Create a separate, formal notification plan for employees' immediate families and close relatives in the event of loss of life, missing personnel, etc. Work with your employees to determine the need for appropriate notification to caregivers and daycare operators on behalf of employees
- [ ] Create template messages and key talking points for consistency to your target audience (leaving blank the disaster details until needed)
- [ ] Encourage personal and family preparedness. Also important if you expect any employees to either stay or return to work quickly
- [ ] Reinforce company preparedness plans, procedures, and actions

AFTER DISASTER

- [ ] Inform employees of company status, actions, and what to expect next. Let them know when next update will come then keep them informed
- [ ] Highlight specific employee activities
- [ ] Share with them where to go for assistance, if they or their family needs help
- [ ] Reveal opportunities for community involvement

How well your communications works after disaster depends directly on what you establish beforehand

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INTERNAL COMMUNICATIONS

EMPLOYEES

Here are some of the questions for which they will be interested in answers:

- [ ] Do they still have a job
- [ ] When and where do they report for work
- [ ] Will their roles or job activities change during the disaster
- [ ] How do they prepare for working in a disaster environment
- [ ] Where is the disaster plan and recovery procedures
- [ ] What to say to customers only
- [ ] Will they get paid, in what manner, and if not, how and when will they be paid

CUSTOMERS

Questions they will want answered:

- [ ] What services/products will not be able at typical times
- [ ] What alternate accommodations will be made
- [ ] Will there be any compensation provided

Actions to take to communicate with employees:

- [ ] Create a phone tree to push specific information out to employees
- [ ] Use text group for limited character messages, but more reliable, request an action to confirm receive of messages
- [ ] Use social media platforms (e.g., Facebook, Twitter) to inform all internal stakeholders
- [ ] Designate a spokesperson and backup who are the only approved voice for your company with the media or online
- [ ] Create response procedures to manage a redirection of voice or phone system
- [ ] Develop procedures to re-establish your network e.g. email, Virtual Private Network (VPN)
- [ ] Update the communication strategy often as contact numbers will change frequently then train employees and new hires on the strategy
- [ ] Coordinate communication planning with key suppliers and vendors
- [ ] After an emergency event, debrief with your staff to evaluate experiences and areas to improve the strategy

EXTERNAL COMMUNICATIONS

BEFORE DISASTER

- [ ] Determine media outlets that can disseminate your business information on TV, radio, newspaper, etc. and create contact list
- [ ] Create steps to both reach out to and respond to the media
- [ ] Register on social media platforms (e.g., Twitter, Facebook, LinkedIn) to be used for inform external audiences
- [ ] Consider options such as setting up a “hot line” and ready-to-go web pages that can be activated on short notice in order to communicate with the public
- [ ] Ensure remote access to your company website with appropriate staff to manage during a disaster
- [ ] Ensure you have a media kit ready with your company information and approved contacts
- [ ] Establish contact with at least two regional signage vendors who can deliver banners, signage after a disaster

AFTER DISASTER

- [ ] Follow steps from your Crisis Communications Strategy
- [ ] Use your media kit to share details with your contact list to address questions and get ahead of rumors (if they do not hear from you, they will run with the info that they have)
- [ ] Share information in whatever forms/formats are established or are still operational
- [ ] Use social media platforms (e.g., Twitter, Facebook, LinkedIn) to share status and stay ahead of rumors
- [ ] Make direct contact via email or phone, email press releases, broadcast fax, news services, etc.
- [ ] Use your established “hot line” and web pages to communicate with the public
- [ ] Provide remote access to your company website for appropriate staff
- [ ] Determine signage needs and contact vendors for an needs

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PROTECTING YOUR BRAND

Your brand is what makes your company your company. Ways that people experience your brand is through your employees, products, website, logo, tagline, color scheme, service, etc. It is how you build consumer trust in your reliability to provide quality products and services. The stronger the brand is, the easier the sale, even if it is priced higher.

The challenge, even on a day-to-day basis, is staying ahead of events or complaints that can have a negative impact on the company brand, especially in the modern era of the internet where anyone can comment on your business. If comments or complaints go unanswered, this can wear on even a strong brand, but any rumor that is not addressed will get repeated until it becomes assumed to be a fact. Something like this can have long term and costly implications to your reputation and bottom line. Protecting brand is all about being proactive and responsive, and communication is the key.

For instance, on a daily basis, a company may be collecting credit card numbers and personal information from customers and should that information be stolen it leaves both the business and the customer vulnerable to damages – reputation and lawsuits for the business and a loss of identification protection and possible ID theft for the customer. Similarly, companies that have experienced tainted products that harmed customers had to learn directly how to protect their brand by addressing these issues directly, taking care of their customers, and staying ahead of communications and rumors to the public.

Before a Disaster

- [ ] Make sure employees, vendors, customers, and the public are getting the facts directly from your company
- [ ] Create a social media strategy
- [ ] Monitor social media and websites for potential issues. Set up Google alerts
- [ ] Respond to customer service requests and public complaints
- [ ] Quickly respond to media inquiries
- [ ] Keep spokesperson apprised of any potential brand impacts
- [ ] Update communication templates

Disasters can also affect your brand if customers have expectations on delivery of products and are concerned that orders will not be filled. If the local news shows a business with damage, but there is no spokesperson to put the images in context, it can appear that the business is incapacitated.

Cascading effects may be customers looking for other suppliers, and once they leave it is extremely difficult to get a customer back again. This is why the Communications Strategy is so important to outline roles and procedures to address all these types of events. Once a disaster occurs, Crisis Communications kicks in to address all the immediate needs from a central hub, such as your business emergency operation center.

CRISIS COMMUNICATIONS

This is what you have been planning for in creating your Communications Strategy. Something has happened and you need to put your plans into action. One element that is a part of all messaging is the protection of brand, so all communication will have to consider impacts to reputation and consumer confidence. Here are a few tips:

DURING A DISASTER

Internal

- [ ] Establish and maintain communications in a crisis to ensure that your employees, suppliers, and customers are getting the facts directly from you
- [ ] Consistently communicate with all key audiences using your contact lists
- [ ] Respond to rumors quickly to dispel myths
- [ ] Inform customers often, especially of delays in delivery, alternatives, expectations, and any compensation. Be proactive, responsive, and solution-focused
- [ ] In case of evacuation, establish a central point of contact to whom employees may provide their whereabouts and status (which could be through a dial-in system out of the area)
- [ ] Use lower-cost (e.g. social media) to more sophisticated and higher cost solutions (alert systems) to reach intended audiences if they were not already in place
- [ ] Monitor internal communications to determine what messages are working well and what is needed, strengths and weaknesses of the messaging or strategy, and especially to stay ahead of any misinformation or rumors

External

- [ ] Establish and maintain communications in a crisis to ensure the public are getting the facts directly from you
- [ ] Respond to all media requests quickly even if you do not have all the answers yet
- [ ] Activate spokesperson, and backup
- [ ] Get all the facts and confirm everything (as much as possible) before release and have your story straight
- [ ] Acknowledge the issue(s)
- [ ] Establish contact with the media early, even just to say “We don’t have anything to say yet but we are working on it and will be back in touch in 2 hours.”, etc.
- [ ] Use press releases and news conferences to reach multiple media at once and so they can have direct access to the spokesperson, also if needed, bring in an expert to help tell your story
- [ ] Use social media accounts to keep people informed from the outset and continue sharing cleanup, repair, restoration, and recovery sharing pictures and video. Respond to questions there
- [ ] Rebuild your reputation, if needed

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CRISIS COMMUNICATIONS

DURING A DISASTER

External (cont.)

- [ ] Consistently communicate with all key audiences using your contact lists
- [ ] Respond to rumors quickly to dispel myths. Be proactive, responsive, and solution-focused
- [ ] Understand that nothing is “off the record” so always communicate transparently and accurately, confirm the facts, and use approved messages
- [ ] Monitor external communications to determine what messages are working well and what is needed, strengths and weaknesses of the messaging or strategy, and especially to stay ahead of any misinformation or rumors

Maintain communications in a crisis to ensure the public gets facts directly from you

AFTER A DISASTER

Internal

- [ ] Notify all key people of next steps
- [ ] Debrief with staff, acknowledge hard work, and highlight positive experiences
- [ ] Document lessons learned and update Communication Strategy

External

- [ ] Document experience and lessons learned. Update Communication Strategy
- [ ] Update media contact lists and add to “Grab-n-Go” (more on this later)

☑ PEOPLE

Good job!

You have completed addressing this Critical Assets. Now select your next most important asset. Consider what your business cannot function without or which if interrupted would cause significant losses to your business.

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PROTECT DATA

No matter where your data lives (hard copy, on servers, or in the cloud such as in Google Apps or Office 365), you need to protect it. Technology has become a key factor in business, so much so, that losses can be significant. The top, most severe consequences from an outage are loss of: productivity, reputation and revenue. To put an figure to it, let's look at a network outage due to a Denial of Service (DDoS) attack. The average time down was 54 minutes from the attack causing people not being to work. Although they ranged from $1 to $100,000 per minute, the average was about $22,000 per Consider the difference in impact between a tire shop v. an online trading company.

That said, data is not only electronic, although we do focus a significant amount of attention there. You will also get information about 'vital records', which are, regardless of form, indispensable to the organization in order to continue its critical business functions during, and after, a disaster.

A business cannot operate without managing its own data and information. What the specific data is will vary from one business to another, but common information will include such items as customer histories, key documents, files (hardcopy and electronic), vital records, server or computer back-ups, and other needed details. There can be a cost to protecting data, so it becomes necessary to determine what is most important to the business for daily operations and what could be impactful if it were lost in a disaster and have to be recreated.

For some businesses they may be collecting customer's personal information such as credit card numbers and if that information is stolen losses can be significant to the business and the customer who then becomes a victim of ID theft.

STEP 1: DATA BACKUP

A backup is the copying and archiving of computer data so it may be used to restore the original information after a data loss, regardless of the cause. **Performing a regular backup of data and storing that backup off-site is the #1 most important protective action a small business should take.**

A backup also captures information based on time set by the business, such as up to the past: 24 hours, 1 week, 1 month. How long an organization choses between regular backups is based directly on how much data and information a business can lose without it being detrimental to operations. Can you recover if you lose the last 24 hours of orders or customer data? Timing is very specific to each individual business. Determine you time threshold, when any longer without the data will hurt the business.

For some organization, there may be certain information that cannot be lost, ever, such as those used by online trading companies. Plans have to be made to ensure data is protected with at lead one backup, and for some companies, with multiple redundancies, just in case a disaster strikes.

- [ ] **Regularly back-up data and store off-site**

STEP 2: BACKUP OPTIONS

Tape backup

- These are about saving data sequentially onto a physical device, but backups and recovery times are slow, not to mention managing the tapes. The key is to do it economically and efficiently. “Old school” but larger companies still use them

External USB disc/hard drive

- This provides faster backup and recovery process and may include compression of large data.
- Use built-in back-up software (e.g. TimeMachine on Macintosh computers and Windows Backup on Windows computers) with an external USB disc
- In most cases, purchase an external disk that is at least 50% larger than the disks you are backing up. Both the Windows and Mac built-in backup software will automatically store multiple versions of files (not larger than the size of your backup disk). This option allows you to restore previous versions of a file, such as when making a change to a document then later deciding to return to the original version.

Redundant, external hard-drives

Cloud storage services

- E.g. Dropbox.com, Box.net, Microsoft OneDrive, Apple iCloud – provide a small amount of storage space for free and additional space for a reasonable price. Install their client software on your computer, and it will automatically sync one or more folders between the online storage and your computer.

THREE CHARACTERISTICS OF BACKUPS

1 **It is an archived copy of a file(s). If the original file is lost, removed, or inaccessible, then the backup can replace the original file**

If you use backup software, just note that it is different than synchronization (sync) software. Backup software creates a complete mirror of your files at a scheduled time, while syncing monitors your files and will only create a backup as needed, potentially losing critical time to capture key information before it is lost. A business may have multiple backups of critical data, stored in multiple locations

2 **A “backup" means your data is stored in at least 2 locations**

Moving data from your system drive to an external hard drive is NOT a backup. This is because your system drive and external hard drive are physically in the same place, unless you have both located in two different physical locations (e.g. one at your home office, one at a branch office)

Maintaining a valid backup protects against: computer virus, data corruption, accidental loss of user data, hardware failures, natural disasters, or environmental hazards

3 **Tested**

Backup need to be tested to ensure that once you receive one, they are viable and will actually recover your data. You do not want to learn there is a problem after you already lost the original data

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Online backup services

- E.g. Carbonite and CrashPlan provide true back-ups of data at a very reasonable price. They require a constant network connection

Recordable DVDs, CDs, or USB memory drive/thumb stick

- These are low cost options but have to be performed manually. They can be for saving of critical documents, full backups, and backups of backups if using another primary method. If your company has not been performing offsite backups, this solution can be implemented today while other options are researched. Make sure files are password protected or encrypted as these forms of media can be easily lost due to their size and accessibility. Have a contact phone number and date on them, just in case. Make sure they are stored securely offsite, and can be also be accessed by authorized personnel when needed. Perform backups regularly and replace older versions so there is no confusion.

Other Options – E.g. Hard Copy Documents

- Much of what we do and data we capture is performed using technology, but for some businesses having a copies of print-out of certain key data can be a first choice for data protection or an additional level of redundancy. There is more than one story of a company who suffered a disaster, lost all their data, had no backup or the backup failed, but was able to recover data from printed materials. It was older, and much was lost, but they were able to fill in missing information and get the business reopened. Although their recovery was slow, old data was preferred to no data at all.
- It is easy and cost efficient to make copies, but the copies have to then be located away from the original to be an effective backup. Consider how copies from an offsite location will be made accessible when needed

STEP 3: ADDITIONAL THOUGHTS ON BACKUP OPTIONS

Now that you have read, and researched, all the options, here are some suggestions or additional points:

- Try a hybrid cloud backup in an offsite data center with a local copy of your data. Once you backup to the local server, replicating your data, then have the local server backup to the cloud storage. To not affect performance of your primary computers or the internet connection, perform backup to the secure offsite cloud location automatically after business hours
- Direct-to-cloud backup is a fast option, but leaves you no local copy in your office and may affect the performance of your primary computers or the internet connection during the backup
- While not intended for restoring backed up data in a business, mobile devices can be set up to access backed up files in the cloud if and when needed. Mobile devices may also need to have information backed up and can be set-up using cloud technologies to recover data automatically

#1 most important protective action: Perform a regular backup of data & store backup off-site

STEP 4: PLANNING HOW TO RECOVER YOUR DATA

The process to restore data from a backup often get overlooked and there are three points to consider.

1. **Recover from your local device**
   Only works if one of your backups is to a local server or hard disc

2. **Recover from the cloud**
   Have to download backed up data from the cloud (gigabytes or terabytes) which could result in hours or days of downtime

3. **Recover in the cloud**
   If the local device is damaged, certain vendors can provide 'disaster recovery' as a service to launch a virtual machine for you right from the cloud so you can access important application or information

STEP 5: TEST YOUR BACKUPS!

Regardless of what tools or solutions you choose to protect your data, make sure you test it, or perform "dry runs" regularly to ensure your whole process is functioning correctly. Why? Because during a disaster or cyber attack, is not the time to find out that your backups were not collecting all of your data and critical information has now been lost. Catch it early, fix any issues, then test again regularly check the backup's reliability and to make sure everyone knows what to do.

- ☐ Run drills using the equipment, supplies and procedures for recovering your vital records to be sure everything runs smoothly
- ☐ Strengthen or eliminate any weak links in your backup, or restoration of data to the business, process
- ☐ Regularly test and validate the entire process at least annually, if not sooner
- ☐ Document backup and recovery process and procedures. If there is an issue, fix, then update your plan

STEP 6: CREATE A "GRAB-N-GO" CASE

This is a physical case, folder, box, or briefcase (even better is a water- and fire-proof portable container) that has items in it and potentially includes a USB flash drive and/or printed copies of your: disaster plan, employee emergency contact list, key contacts' information, legal documents, contracts, space plan power requirements, inventory list, suppliers of critical equipment, etc. or other items deemed relevant.

What's in the "Grab-n-Go" is up to the businesses and you may have more than one as redundancies to the backups being made and carried by key staff or executives. One important point of a Grab-n-Go is that it must be secured in case it contains any sensitive information. Leaving it in a certain person's car may be part of your plan, but ensure that key data is encrypted and it is not left in the open, to make it less attractive for theft.

Grab-n-Go can include a variety of items that you would most need in an emergency, which could be hard copies and/or saved on a USB flash drive. Below are just a few options:

YOUR GRAB-N-GO CASE SUPPLY LIST

- ☐ **Emergency Response procedures**
- ☐ **Emergency phone number**
- ☐ **Documents needed for decision-making**
- ☐ **Disaster plan**
- ☐ **Legal documents e.g. contracts**
- ☐ **Space plan & power requirements**
- ☐ **Priority inventory list**
- ☐ **Suppliers of critical equipment**
- ☐ **Key(s)**
- ☐ _____
- ☐ _____

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STEP 7: VITAL RECORDS STORAGE

Vital records are those that are absolutely essential in an emergency. A question to ask is, “Are these records vital to continuing the business’s mission of _____?”

While all records support the business, some are simply critical for continuing operation and cannot be lost even in the most severe situation in which access to records unavailable for a long period of time. Due to this, these vital records must be duplicated and stored off-site (more details backing up records and data in Backups).

Because of the importance of these documents and records, identify which are vital then plan out how you will protect them. A challenge here is not all of these records are located in the same place or managed by the same people, so when needed you may have to scramble to find them – if you can. This is why identifying, locating, and protecting them in advance is so important. If a fire occurs at work and a vital record is needed, but still in the office, it does not help your business.

THERE ARE TWO TYPES OF VITAL RECORDS:

1 Emergency Operating Records

Needed immediately, e.g. order of succession (who can make decisions or spend money if key people are unavailable), building plans, system operations manuals

2 Legal and Financial Rights Records

Essential to protect the legal and financial rights of the company and of the individuals directly affected by its activities, such as insurance policy, financial records, leases, employee records, research, Service Level Agreements (SLO) or contracts

☐ **Create a Vital Records Inventory List detailing the following for each:**

- What is the format, and method used to protect them
  - Photocopies, backed up to cloud, etc.
- Who is responsible for the originals and copies and who sends them to storage
- Where the originals and the copies are maintained
  - Contact information if records need to be collected from those other locations
- How often are they replaced (rotated), how are they updated and who does it
- Consider risk to recovery if information is out of date
- Consider cost of keeping it updated

VITAL RECORDS INVENTORY LIST

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Storage Location	Maintenance Frequency
Business Continuity Plan	Electronic / Hardcopy	Carried to downtown branch Ops Ctr	Annually
Contracts for security service Plan	Electronic / Hardcopy	Carried to downtown branch Ops Ctr	Annually
Delegations of Authority	Electronic / Hardcopy	Backup Site	Annually
Employee Emergency Contacts	Electronic / Hardcopy	HR and Backup Site	Daily/Weekly

☐ **Create a resource list of disaster recovery firms for your geographic area and update information at least annually. This is not an obligation, but just in case it is needed**

STEP 8: REMOTE ACCESS

There are cases where network administrator may need to have access to a company's network to address an issue. There are times where you may not have access to your physical building where the network or server is and remote access would be beneficial. This could come after a fire at a neighboring business or an earthquake where other buildings are damaged and the streets are closed. As an extreme case, after the Oklahoma City bombing, the police perimeter shut down hundreds of small businesses for over a year.

- ☐ If needed and possible, set-up remote access and management for your network to key individuals.
  - Not only will it allow you/staff to keep working if you can't get in, but it is convenient especially in an emergency.
  - Make sure you have proper security controls to limit who has such access.

STEP 9: CYBER CRIME PROTECTION

The increased internet connectivity of businesses has also increased companies' security vulnerability online. Here are some of the cyber attacks that exploit those weaknesses and can cause a loss of data or expose sensitive data to criminals. A business can protect against these sorts of events with ongoing persistence and common sense, but it starts with the company and employees being aware of the risks for some online actions.

☑ DATA

Good Job!

You have completed addressing this Critical Asset. Now select your next most important asset. Consider what your business cannot function without or which if interrupted would cause significant losses to your business.

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TYPES OF CYBER ATTACKS

Here are some types of cyber attacks that every business needs to protect against and tips on how to do this.

- **Malware –** *Malicious code* Avoid clicking links or downloading attachments from unknown senders, having updated firewalls and computer operating systems
- **Phishing –** *Poses as a trusted third party to get your personal info via email.* Avoid by verifying email requests over the phone, using a confirmed number you already have
- **Password Attacks –** *Third party trying to break into your systems by figuring out your password.* Avoid by having strong passwords that you change regularly
- **Denial of Service (DDoS) –** *Sends high volumes of traffic to a network to overload it and take it down* Avoid by staying current with software updates and monitoring flow of data to catch any spikes.
- **Man-in-the-Middle (MITM) –** *A third party who gets between you on your mobile phone and a website you are visiting to get sensitive information.* Avoid by using encrypted wireless access points that use WPA or greater, make sure sites use HTTPS connection
- **Drive-by downloads –** *Comes from a valid site, malware will download program to a site visitor.* Avoid with operating system and software updates, limit number of browser add-ons.
- **Malvertising –** *Malicious code that is downloaded when you click on ad.* Avoid by not clicking on ads for free stuff and giveaways
- **Rogue Software –** *Malware hidden as valid and necessary security software* Avoid with updated firewall, anti-virus or anti-spyware software programs.

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PROTECT OPERATIONS

Your operations are what your business does, its core functions, on a daily basis. The business may be driven by demand, service level agreements, mission, revenue, regulations, and so forth, but it is the keeping it in business that is important. Whether it is a power outage or a bad online review, the company has to be proactive in addressing any item that could diminish its value our cause any interruption in operations.

This is were the planning plays an important role in order to get organized, be thoughtful, and actually take some steps to prepare for one of the events be planned to occur.

DECISION-MAKING NEEDS

KEY DOCUMENTS

Determine which documents and information will help you make decisions then gather them together. How you gather these documents will differ depending on how you back up and store your information, but it is best to store this critical info in more than one format so you can access them (e.g., electronically on a laptop or thumb drive, in hard copy, or digitally in a cloud environment accessible via computer or smart phone). Consider these documents as reference materials to be included in your plan's appendix. Many will help you with your current planning process, and others will be needed to assist you during the recovery process. Only you can decide what is key for your business.

WHERE TO START

- ☐ Gather key documents and information together, make them accessible in more than one format, then keep updated
- ☐ Make sure key documents are included in your Grab-n-Go case, described in the Data section
- ☐ Set a policy to update information regularly, or create trigger that when information is updated that person also updates the Grab-n-Go case

Examples of possible documents to be included in the Grab-n-Go include:

- ☐ LEGAL DOCUMENTS: CONTRACTS, AGREEMENTS
- ☐ INSURANCE POLICIES
- ☐ LEASE AGREEMENTS
- ☐ BANK/FINANCIAL ACCOUNT RECORDS
- ☐ INVENTORY
- ☐ EQUIPMENT DETAILS (REORDER AND REPAIRS INFO)
- ☐ SPACE PLANS: POWER REQUIREMENTS
- ☐ CONTACT LISTS
- ☐ CUSTOMER ORDER HISTORY
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

Understanding what specific operations are critical every day will help determine what you needs to recover 1st, 2nd, 3rd, etc. after an interruption

CRITICAL PROCESSES: IDENTIFY AND PRIORITIZE

Now you will begin determining which pieces of your business need to be brought back most critically after an interruption in order to remain open and reduce losses.

Identify each of your critical operation or process (what you do) on a daily basis under normal circumstances. This is where having a team of people will come in handy to think through elements of the operations. Here are some examples:

- ☐ ACCOUNTS RECEIVABLE/PAYABLE
- ☐ PAYROLL
- ☐ MAIL ROOM
- ☐ MANUFACTURING
- ☐ FOOD PREPARATION
- ☐ PROVIDING MEDICAL SERVICES
- ☐ TRANSPORTATION OF GOODS
- ☐ SALES OF X PRODUCT
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

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After you have a created your list of critical operation, prioritize each beginning with any that are urgent to restore immediately if there is any interruption on a normal day. Consider critical activities that have to be accomplished 1st, 2nd, 3rd, etc. Keep drilling down to get an overall picture of what you do, how some of what you do is reliant on the completion of other tasks being accomplished first, resulting in priority order of your operations and processes that must occur each day. Write them in descending order starting with your top priority.

Keep in mind that everybody thinks what they do for their job is important, but it's not all critical, but could be a support of the critical processes. If it is not, you may have to have ongoing education as to what the difference is between critical and important. The most critical processes absolutely have to have up and running after a disaster for the business to survive. Those are your critical operations and processes. And if you can't do that within a few hours or within a day, you may go out of business.

☐ Next, prioritize critical operations and processes

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

Consider losing your building. How would you run your business or serve your customers?

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
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- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

POTENTIAL DISRUPTIONS TO YOUR OPERATIONS

You identified your basic hazards and risk potential on page 10 for Operations and other critical assets. Now that you have identified your priority operations and processes, review the hazards information and completed the risk assessment matrix. Ensure that your assessment is still accurate and the priority you set for 6 assets is still accurate. If not, revise. The most likely disasters to hit a business are a power outage or a fire. A fire may not only disrupt your processes, but may also force you to relocate entirely, either temporarily or permanently.

CONSIDER THESE QUESTIONS:

- ☐ Which hazard(s) would most affect your most critical operations? _____
- ☐ Keep in mind this may not be a direct physical disruption
- ☐ How long could the interruptions last? _____
- ☐ Add which hazards may also, or only, affect you "outside your 4 walls"? _____

This process should give you a more thorough snapshot of your business and what is risk from disruption from natural, human-caused, internal and external hazards. Do not just stop there. Begin considering how to minimize these impacts and where your preparedness can go from here.

FINANCIAL PROTECTION

You know how the business runs on a daily bases, but disasters are a different experience. You have financial obligations to meet and employees to pay, which does not go away during an emergency. Take the time to consider how you can meet those core items to keep the business running with the people you need to make that happen. Employees will ask after a disaster, so having a strategy in place as to how you will sustain your business 'family' can lessen a little stress during an already stressful time. It can also help you make certain financial decision now, setting up an emergency fund, etc.

INSURANCE

Insurance is a risk management tool for your business. It can reduce the financial impact of emergencies, accidents, and other unplanned disruptions. Insurance can help a business' ability to survive events out of their control. While many businesses avoid insurance, there is value here for financial protection ad the protection of investments.

See the next page for some tips regarding insurance to help keep your business running smoothly.

☐ **Construct a financial strategy or plan to cover continuing payroll expenses and debt obligations**

Prioritize what you do. It will help you make better and more strategic decisions in times of crisis.

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BEFORE DISASTER

- [ ] Review current coverage, or if you don't have any then review different policy options
- [ ] Talk with an insurance professional to explain your coverage options
- [ ] Some options are insurance for:
  - [ ] Physical damage, including destruction of inventory or buildings
  - [ ] Business interruption, lost income due to disaster interruption
  - [ ] Data loss, of electronic or physical data
  - [ ] Liability, disaster-related claims
- [ ] If expense is an issue, choose a policy that covers the most critical elements of your business, to remain operational, as it can be more affordable and provides you some coverage where you need it most
- [ ] Keep in mind the most general insurance DOES NOT cover disasters, may need separate policy and make sure it covers all types of disasters
- [ ] Watch for what the insurance cap, or limit, is for the policy – the total a policy will pay out you – as you may hit the cap early with no coverage for overall losses
- [ ] Take pictures of all your equipment, assets and physical structures now

AFTER DISASTER

- [ ] Have what you need (forms and information) in Grab-n-Go case to file insurance claim as soon as possible
- [ ] Do not clean up until you have documented damage with photos or videos
- [ ] Get two or more quotes for repairs, check contractor licenses, and references
- [ ] Document expenses and losses that can be compared with pre-disaster numbers.
- [ ] Track expenses for repairs and operating in a temporary location during the interruption period. If you are forced to close down, include expenses that continue during the time that the business is closed, such as the cost of utilities and advertising.
- [ ] Keep receipts from recovery
- [ ] Take photos of cleanup process

☑ OPERATIONS

Good job!

You have completed addressing this Critical Asset. Now select your next most important asset. Consider what your business cannot function without or which if interrupted would cause significant losses to your business.

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PROTECT INVENTORY

Tracking and effectively managing your inventory is vital for businesses. It can tell you which is your best seller, where there is surplus, and what needs re-order. Sometime the methods by which inventory is tracked may be reliant on paper, power, or the internet. Consider where and how that information is stored, when it was last updated, and how you can access after a disaster. Consider keeping an updated inventory copy in the Grab-n-Go case and/or in your back-up files.

Knowing what you have in stock, where it is located, and what it is worth will help your business maintain assets and where to reorder if something needs to be replaced after a disaster. Besides tracking your own merchandise, you can also use your inventory form or process to track your own computer hardware, tools and equipment.

TYPES OF INVENTORY

- ☐ **Merchandise stock**
- ☐ **Manufacturing stock**
- ☐ **Raw materials**
- ☐ **Finished goods**
- ☐ **MRO goods inventory (e.g. office supplies)**
- ☐ **Emergency supplies**

MAINTENANCE

- ☐ **Maintain a thorough, updated inventory of items and equipment used in your company**
- ☐ **Video these assets and store both the inventory and video in a safe place away from your business, with a copy of both in your Grab-n-Go**
  - ! **Electronic systems that automatically track your inventory can also order replacements when stock get below your set threshold**

Here is an example of a simple type of inventory form:

INVENTORY LIST

Period

Item	Description (make, model)	Serial No.	Purchase Date	Quantity	Unit Cost	Total value
						0

Here is an example of a more detailed inventory list or form:

INVENTORY - BASIC

REORDER (auto-fill)	ITEM NO.	NAME	MANUFACTURER	DESCRIPTION	COST PER ITEM	STOCK QUANTITY	INVENTORY VALUE	REORDER LEVEL	DAYS PER REORDER	ITEM REORDER QUANTITY	ITEM DISCONTINUED?
OK	A123	ITEM A	COLE	ITEM A DESCRIPTION	$10.00	200	$2,000.00	50	14	100	YES
OK	B123	ITEM B	COLE	ITEM B DESCRIPTION	$20.00	100	$2,000.00	50	30	20	
OK	C123	ITEM C	COLE	ITEM C DESCRIPTION	$30.00	50	$1,500.00	50	2	50	
REORDER	D123	ITEM D	COLE	ITEM D DESCRIPTION	$10.00	20	$200.00	50	14	10	
OK	E123	ITEM E	COLE	ITEM E DESCRIPTION	$20.00	200	$4,000.00	50	30	100	

Here is another example of a more detailed inventory list or form:

INVENTORY - ASSETS

TOTAL ASSET INVENTORY VALUE	
$ 8,239.00	*BASED ON TOTAL VALUE FIELDS BELOW

ASSET				LOCATION		PURCHASE				QUANTITY / VALUE				ASSET INFORMATION			
ITEM NO.	NAME	DESCRIPTION	TYPE	DEPARTMENT	SPACE	DATE OF LAST ORDER	VENDOR	PURCHASE PRICE PER ITEM	WARRANTY EXPIRY DATE	CONDITION	QUANTITY	ASSET VALUE	TOTAL VALUE	MODEL	VENDOR NO.	REMARKS	PHOTOGRAPH / LINK
A123	ITEM A	ITEM A DESCRIPTION	DESK	MAIN OFFICE	OFFICE 1	5/20/16	COLE	$300.00	5/20/22	EXCELLENT	2	$400.00	$800.00	COMMODORE	VX1234		WWW.COLE.COM/PRODUCT
B123	ITEM B	ITEM B DESCRIPTION	COMPUTER	MAIN OFFICE	OFFICE 1	5/20/16	COLE	$700.00	5/20/22	FAIR	3	$700.00	$2,100.00	MACBOOK AIR	VX1234		WWW.COLE.COM/PRODUCT
C123	ITEM C	ITEM C DESCRIPTION	CHAIR	MAIN OFFICE	OFFICE 1	5/20/16	COLE	$250.00	5/20/22	GOOD	4	$300.00	$1,200.00	ROULETTE	VX1234		WWW.COLE.COM/PRODUCT
D123	ITEM D	ITEM D DESCRIPTION	ROUTER	MAIN OFFICE	SUPPLY ROOM	5/20/16	COLE	$200.00	5/20/22	EXCELLENT	1	$200.00	$200.00	CISCO	VX1234		WWW.COLE.COM/PRODUCT
E123	ITEM E	ITEM E DESCRIPTION	HANDHELD SCAN	MAIN OFFICE	SUPPLY ROOM	5/20/16	COLE	$150.00	5/20/22	GOOD	2	$170.00	$340.00	CISCO	VX1234		WWW.COLE.COM/PRODUCT

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PRIORITIZE INVENTORY

- ☐ Prioritize inventory, supplies, goods that may become damaged or lost in a disaster
  - ! Prioritizing office supplies are fine, but it is the goods that you have to sell that are most important or if they are a support to your critical operations

PROTECTION METHODS

- ☐ Identify methods to secure, elevate or protect inventory, based on your hazards (e.g. theft, flood)
  - ☐ If prone to floods, keep critical inventory off floor or bottom shelves
  - ☐ Install flood-resistant doors to keep water outside
    - ! Water vapor can still do damage even water doesn't reach inventory and flood water is typically dirty with hazardous materials mixed in it
  - ☐ If theft is an issue, put in a more secure location with a higher security locks or key cards
  - ☐ Randomly check inventory as t helps to protect against theft

Avoid Single-Points-of-Failure – reliance on only 1 vendor, supplier, or customer. Diversify!

SINGLE-POINTS-OF-FAILURE

- ☐ Review steps needed to replace critical inventory, consider single-points-of-failure
  - ! If you only have one vendor or supplier of an important item/service, it is critical to diversify so your business is getting that item/service from more than one vendor.
  - ! In time of disaster, if they are closed you are out of luck
    - ! Vendor may also be overwhelmed with many requests (you are not the only client)
- ☐ This can also help with pricing with products using on a regular basis, negotiating with multiple vendors puts you in a better position

EMERGENCY SUPPLIES

While not directly good sold by your business, emergency supplies can be managed similar to your other inventory to make sure it is fully stocked, rotated, and replaced when needed. It is a direct support of the people and a restoration of the operations onsite. If employees cannot leave for an extended period of time, these supplies are to address those immediate needs in an emergency.

While this list has recommendations, determine what your business will provide and share with employees what they will need to cover for themselves.

- ☐ **Once you determine what the company and employees are providing, finalize the Emergency Supplies list, prioritize the inventory**

COMPANY PROVIDED (POTENTIALLY)

- [ ] Water: one gallon of water per person per day for drinking and sanitation
- [ ] Food: at least a three-day supply of non-perishable food
- [ ] Sanitation kit, garbage bags and plastic ties
- [ ] First aid kit and other supplies that match training
- [ ] Battery-powered commercial radio plus a radio that can receive weather alerts
- [ ] Flashlight and extra batteries and some basic tools
- [ ] Whistle to signal for help
- [ ] Dust or filter masks
- [ ] Moist towelettes for sanitation
- [ ] Wrench or pliers to turn off utilities
- [ ] Can opener (if there are canned goods)
- [ ] Plastic sheeting and duct tape to “seal the room”
- [ ] Blankets
- [ ] Cash
- [ ] Fire extinguisher
- [ ] Hand sanitizer
- [ ] _____
- [ ] _____
- [ ] _____

EMPLOYEE PROVIDED (POTENTIALLY)

- [ ] (TIP) Encourage each employee to have their own personal supplies at work to supplement the company’s emergency supplies plus anything specific they need personally
- [ ] Water: one gallon of water per day
- [ ] Food: a three-day supply of non-perishable food
- [ ] Sturdy shoes, extra clothes
- [ ] Blanket
- [ ] Spare glasses
- [ ] Whistle
- [ ] Flashlight or light stick
- [ ] First aid kit
- [ ] Three-day supply of prescription medications
- [ ] Picture of family
- [ ] Battery/solar/other powered phone charger
- [ ] Waterproof matches
- [ ] Cash
- [ ] _____
- [ ] _____
- [ ] _____

☑ INVENTORY

Good job!

You have completed addressing this Critical Asset. Now select your next most important asset. Consider what your business cannot function without or which if interrupted would cause significant losses to your business.

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PROTECTING EQUIPMENT

Equipment is how a company is able to manufacture product, type emails, and organize themselves. It makes up for a lot of the contents in a businesses. There is some overlap (e.g. office supplies) with the inventory asset, but it just makes sure you are covering all necessary items.

Identifying Work Equipment

On the next page is some common business equipment, some of which you may have in your business. Depending on your businesses, you may also have specialty equipment (e.g. X-Ray machine in a doctor's office, manufacturing machinery). Add any missing equipment to the list.

Prioritize Critical Equipment

- ☐ Prioritize your most important equipment on the list above that supports your critical operations and processes that will keep you open, or that you would need in order to re-open.

- ☐ Create a detailed list of your Top 10 critical equipment items in order of importance and you may have more than one number 1. This is not just tracking your equipment list, but more importantly, prioritizing what supports your business to be resilient. This Top 10 is to get you started, but if you don't have one already (check with Purchasing), complete a list then include a priority ranking for all your equipment. This will really assist you in reorders after a disaster.

Add List to Critical Documents

- ☐ Update equipment inventory list anytime items are replaced or new equipment added. Keep this list with your critical documents and a copy in your Grab-n-Go case.

Secure Your Space

Now that you have prioritized your more important equipment, let's look at that, along with the rest of your equipment, and review the environment where this equipment is located. The purpose is to identify areas to improve safety.

Your workplace needs to be a safe work environment, protected from potential internal hazards. Using earthquakes as an example, computers and other office content can become projectiles during shaking which can hurt people. These same items can become damaged and need to be replaced causing you losses in repairs and replacement not do mention delays if that equipment was not readily available (consider that other businesses will be replacing the same

Prioritize your most important equipment that supports your critical operations to keep you open, or that you would need to re-open.

IDENTIFYING WORK EQUIPMENT

- [ ] Adding machine
- [ ] Address book
- [ ] Auto document feeder
- [ ] Binder clip
- [ ] Bulletin board
- [ ] Calculator
- [ ] Cartridge paper
- [ ] Copyholder
- [ ] Copier
- [ ] Desk
- [ ] Desk pad
- [ ] Dictaphone
- [ ] Digital dictation
- [ ] Drawing pin
- [ ] Electric pen
- [ ] Fax
- [ ] File folder
- [ ] Filing cabinet
- [ ] Filofax
- [ ] Flip chart
- [ ] Heated roll
- [ ] Hole punch
- [ ] Image scanner
- [ ] Ink cartridge
- [ ] Inkjet printing
- [ ] Inkjet refill kit
- [ ] IP PBX
- [ ] Laminator
- [ ] Laser pointer
- [ ] Laser printing
- [ ] Letter scale
- [ ] Lights
- [ ] Local area network
- [ ] Locker
- [ ] Manila folder
- [ ] Mechanical calculator
- [ ] Mimeograph
- [ ] Mobile shelving
- [ ] Multi-function printer
- [ ] Neon message board
- [ ] Office chair
- [ ] Office supplies
- [ ] Overhead projector
- [ ] Paper clip
- [ ] Paper cutter
- [ ] Paper knife
- [ ] Paper shredder
- [ ] Pencil sharpener
- [ ] Personal computer
- [ ] Photocopier
- [ ] Pouch laminator
- [ ] Presentation folder
- [ ] Registered fax
- [ ] Ring binder
- [ ] Rolodex
- [ ] Scotch Tape
- [ ] Server, network
- [ ] Software calculator
- [ ] Stationery
- [ ] Stationery cabinet
- [ ] Tape dispenser
- [ ] Telephone
- [ ] Tickler file
- [ ] Toner cartridge
- [ ] Transcription machine
- [ ] Utility knife
- [ ] Video projector
- [ ] Visible file
- [ ] Whiteboard
- [ ] _____
- [ ] _____
- [ ] _____
- [ ] _____
- [ ] _____
- [ ] _____
- [ ] _____
- [ ] _____
- [ ] _____
- [ ] _____

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TOP 10 - EQUIPMENT LIST

Priority	Description of Item (include make and model number)	Serial Number	Date Acquired	Vendor or Lessor	Cost

items at the same time). Some of the biggest losses to businesses in earthquakes are not from damage to the building itself, but from contents that were damaged and lost, and all the downtime needed for cleanup, repair, and to replace items. The great news is that these kinds of damages and losses are preventable.

Every business, no mater what type, has an office space where phone calls are made, files are referenced, and computers are used. Even the smallest business has a central spot where the core business is organized and run. But, you also need to look at any and all "spaces" where your business operates, such as where certain machinery is functioning in a warehouse or production facility. Those spaces need to be reviewed for potential issues (to people or damage) and then addressed. You began considering this when you listed some internal hazards (page 7), now it is important to do a more in-depth walkthrough of your facility looking at the equipment that can be damaged or cause injuries. Keep in mind; if your specialty equipment is damaged and needs to be replaced, you are not able to serve your customers during that time.

Below is a checklist of business equipment that may need to be secure or protect. Also, include on the list, or at least consider, items you identified in the previous steps, especially your Top 10 equipment. Italicized text is the issue that may need to be addressed. (Note: You already made an equipment list in previous step. Now you will use that information to determine what types need to be secured, so it is available when needed.)

Equipment Support

If you do need to replace something after an emergency, how do you go about doing that and how quickly? The answer is directed related to what you set up in advance, and these steps will help your business.

FURNITURE & CONTENTS

- ☐ Computers – *Not secured onto work surfaces*
- ☐ Tall Shelving - Free Standing/Wall Unit – *Not bolted to wall*
- ☐ Library Shelving or Stacks – *Not anchored*
- ☐ Tall File Cabinets – *Not anchored to floor/wall*
- ☐ Drawers and Cabinets – *No strong drawer latches*
- ☐ Compressed-Gas Cylinders – *Not anchored*
- ☐ Containers of Hazardous Materials – *Not secured*
- ☐ Fragile Artwork – *Not secured*
- ☐ Free-Standing Half-Height Partitions – *Unbraced*
- ☐ Miscellaneous Furniture – *Unrestrained*
- ☐ Display cases – *not secured, glass not break-resistant*
- ☐ Breakable contents on shelves/racks – *unsecured*
- ☐ Others (if any, list separately): _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

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VENDOR & SUPPLIERS

Review your Top 10 equipment list and any specialty equipment. Determine for each: where is it made, how many vendors make it, and what are some agreements you can make to get it on a tight turnaround if it is critical to your business

EQUIPMENT 1: _____

Where made? _____

Which vendor(s) manufacture it? _____

_____

What agreements can be used to set up quick shipments? _____

_____

EQUIPMENT 2: _____

Where made? _____

Which vendor(s) manufacture it? _____

_____

What agreements can be used to set up quick shipments? _____

_____

EQUIPMENT 3: _____

Where made? _____

Which vendor(s) manufacture it? _____

_____

What agreements can be used to set up quick shipments? _____

_____

EQUIPMENT 4: _____

Where made? _____

Which vendor(s) manufacture it? _____

What agreements can be used to set up quick shipments? _____

EQUIPMENT 5: _____

Where made? _____

Which vendor(s) manufacture it? _____

What agreements can be used to set up quick shipments? _____

EQUIPMENT 6: _____

Where made? _____

Which vendor(s) manufacture it? _____

What agreements can be used to set up quick shipments? _____

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EQUIPMENT 7: _____

Where made? _____

Which vendor(s) manufacture it? _____

What agreements can be used to set up quick shipments? _____

EQUIPMENT 8: _____

Where made? _____

Which vendor(s) manufacture it? _____

What agreements can be used to set up quick shipments? _____

EQUIPMENT 9: _____

Where made? _____

Which vendor(s) manufacture it? _____

What agreements can be used to set up quick shipments? _____

EQUIPMENT 10: _____

Where made? _____

Which vendor(s) manufacture it? _____

What agreements can be used to set up quick shipments? _____

CONSIDER THE FOLLOWING:

- ☐ Do you have more than one vendor/supplier of equipment on your priority list?
  - When you only have one supplier of something it is called a “single point of failure” because when they fail you don’t have any redundancy or backup options and have to start from scratch.
  - Better to have diversity in your suppliers to reduce the reliance and may also assist in getting better pricing when working with more than one vendor.
  - A consideration is about supply and demand – how many other businesses are trying to get that same equipment from the vendor?

If particular equipment is critical to your operations, you may have to increase some assurances to get the replacement equipment faster. Speeding up delivery may also increase costs, but you have a choice related to how fast you want it.

- ☐ **Drop shipments** – Instead of buying equipment from a store with that specific item in stock, some supplier will instead ‘drop ship’ directly from a manufacturer or wholesaler to you (the customer). With online sales, this has become more commonplace and some costs have been reduced because of this. This does mean you are reliant on shipping and the potential is they may not have it in stock at the manufacturer/ wholesaler. Work with your vendor to create an agreement to ‘drop ship’, if needed. Choose the shipping option that matches your need and consequential cost
- ☐ **Reciprocal agreements** – This is when two businesses enter into an arrangement that is mutually beneficial where if one is impacted by a disaster, the other will help them with space or access to specific equipment. Two banks had an agreement where the affected bank was able to use the check writing equipment afterhours so both were able to meet their obligations
  - ☐ Identify potential businesses with similar space or equipment that may benefit from a reciprocal agreement. Have agreement to work with similar business, or neighboring business, to access their space or equipment during recovery
  - ☐ It can be cost effective to share equipment and help the affected business’ recovery by restoring a critical process (which may be you trying to recover)
- ☐ **Keeping a spare** – This option is to purchase a back up of the critical equipment, so that if needed to replace you have another on hand. Challenges can be cost to buy it, although compared to downtime and lost revenue it may not be a factor, and also where it can be protected and stored
- ☐ **Available local resources** – Build a list or database of local resources you have either started a conversation with or who might be willing to work with you in the recovery stage. If needed you can expand this list to companies, etc. that work outside of your local area, but you just need to know their plans in a big disaster and if they will be available

☑ EQUIPMENT

Good job!

You have completed addressing this Critical Asset. Now select your next most important asset. Consider what your business cannot function without or which if interrupted would cause significant losses to your business.

If you only have one supplier it is called a “single-point-of-failure” because when they fail you don’t have any backup options and have to start over from scratch

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PROTECT BUILDINGS

If you are reliant on your physical space or structure to run your business – it is very important to your operations. Consider if you lost your building, how would you run your business or serve your customers? Here are some resource to help you better understand your building(s) and what may be needed to fortify it.

BUILDINGS: UNDERSTANDING YOURS

What buildings are a part of your business. Examples of physical structures you may have are:

- ☐ Warehouse
- ☐ Main office
- ☐ Store front
- ☐ Lease space
- ☐ Storage unit
- ☐ Loading dock
- ☐ Home
- ☐ High rise
- ☐ Low rise
- ☐ Converted house
- ☐ _____
- ☐ _____

Get stats on building(s) to help with decision-making

- ☐ Year built _____

Construction type

- ☐ Wood Frame
- ☐ Light Gauge Steel Frame
- ☐ Joisted or Load Bearing
- ☐ Masonry
- ☐ Steel Frame
- ☐ Concrete Frame
- ☐ Pre-engineered

Potential resources to better understand your building(s)

- ☐ Get a copy of the original blueprints or updated building designs
- ☐ Obtain a copy of a structural engineers report
- ☐ Obtain a copy of a geotechnical soil report
- ☐ Review or get more information on the site disaster history which may be available in local jurisdiction archives or emergency management offices

PROPERTY OWNER V. LEASE

A significant issue for businesses comes down to the ownership of the building. Building owners are the decision maker for any building. If you are the building owner, the process of supporting your operation is much easier. For those who lease, an outside owner's decision can negatively impact renters who may be businesses like you. Running the building is the owners business and they want their revenue stream to continue.

LEASE

- ☐ Build relationship and communication channels with owner
  - ⓘ Building owners will make decisions or plans to reopen your facility, or not. You will want to be in the information loop and possibly be able to influence decisions and strengthen solutions
  - ⓘ Talk with property owner/manager to get more information about building construction, strengthening measures, etc.
- ☐ Review engineer's report
- ☐ Encourage retrofit or other strengthening solutions, if needed

OWN

- ☐ Get professional engineer to inspect so you know what to expect and how your building will perform in different disasters
- ☐ Retrofit, if needed, to protect against different disasters
- ☐ Create rapid assessment agreement with engineer to conduct inspection after a disaster to ensure occupancy

MITIGATION

Regardless of whether you own or lease, there are measure that can be taken to strengthen a building. How they can be accomplished is easier if you own, but not insurmountable if you lease. Again, it is in the owner's best interest to keep tenants and they can strengthen their financial position by increasing the ability of their building to perform well during a disaster.

You have already assessed your hazard and risk, so you know what events may strike. The next step is to begin addressing the following building items that may be at risk. The first is the structure itself and the last two are non-structural element (everything else in a building that is not the floor, ceiling, walls, or support columns):

1. **Structure**
2. **Building Machinery & Systems**
3. **Architectural Elements**

- ☐ Based on your hazards, determine what key items are vulnerable and (if you own) mitigate them or (if you lease) encourage the owner to mitigate them
- ☐ Focus your business, and the owner, on those items that if unaddressed would have a detrimental impact on your critical processes. Below are the building elements

1. STRUCTURE

Select which one is your building type. Contact a structural engineer to assist you with options

- ☐ Wood Frame
- ☐ Light Gauge Steel Frame
- ☐ Joisted or Load Bearing Masonry
- ☐ Steel Frame
- ☐ Concrete Frame
- ☐ Pre-engineered

2. BUILDING MACHINERY & SYSTEMS

Select any you have, and add to list, then contact an engineer to assist you with options

- ☐ Propane/Fuel Tank – Not bolted, secured in place
- ☐ Water Heater – No straps wrapped 1½ times, bolted to studs
- ☐ Piping – Not attached and braced, especially between floors
- ☐ HVAC Equipment and Ducts – Not anchored or inadequately)
- ☐ Suspended Space Heater – Not anchored and braced
- ☐ Air Compressor – Not anchored or inadequately
- ☐ Automatic Fire Sprinkler - Piping & Heads – Not anchored and braced
- ☐ Others (if any, list separately):_____
- ☐ _____
- ☐ _____
- ☐ _____

3. ARCHITECTURAL ELEMENTS

Select any you have, and add to list. Some can be handled by skilled professional or contact an engineer to assist you with options

- ☐ Built-In Partitions (walls) – Not bolted to structure
- ☐ Suspended T-Bar Ceilings – Not anchored and braced
- ☐ Suspended Light Fixtures – Not anchored and braced
- ☐ Stairways – No sliding connection, bad enclosure materials
- ☐ Windows – No protective film covering
- ☐ Roof Parapets – Not reinforced/bolted to roof
- ☐ Exterior Veneer – Not properly anchored / adhered
- ☐ Exterior Signs – Not reinforced / bolted to building
- ☐ Freestanding Walls or Fences – Not reinforced
- ☐ Others (if any, list separately):_____
- ☐ _____
- ☐ _____
- ☐ _____

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RELOCATION & ALTERNATE SPACES

If your physical structure is critical to your operations, you will need to plan ahead to find an alternate space where you can move those critical pieces of your operation to in an emergency.

- ☐ Consider options to relocate part of your operations, if necessary
  - ⚠ If you are reliant on a physical space to continue your operations, gather the following and put it into your Grab-n-Go case: requirements for an alternate location; space plans; power requirements; number of computers, printers, and other equipment needed; and put in
  - ⚠ This could be colocation space as part of a reciprocal agreement, temporary or permanent lease. You just need to be clear about what your requirements are and the expected time you will need them, which may not be easy to answer

BUILDING SUPPORT SYSTEMS – RELEVANCE TO OPERATIONS

In the beginning of the 101 Workbook, you identified hazards and what they interrupt (power, water, internet). Now look at those critical lifelines and determine how they support your operations.

Identify the lifelines that provide the most critical support systems to your operation and select options to protect against, or add your own in the following box.

- ☐ **Power**
  - ☐ Back-up generator (will also need fuel)
  - ☐ Uninterruptible power supply (UPS)
  - ☐ _____
  - ☐ _____
- ☐ **Water**
  - ☐ Barrels
  - ☐ Bottles
  - ☐ Purifier
  - ☐ Alternate water supply (e.g. well)
  - ☐ _____
  - ☐ _____
- ☐ **Internet**
  - ☐ Satellite internet device
  - ☐ Out of region office to track orders, website
  - ☐ _____
  - ☐ _____
- ☐ **Liquid fuels**
  - ☐ Storage container
  - ☐ _____
  - ☐ _____
- ☐ **Telecommunications**
  - ☐ Satellite phone
  - ☐ Cell phone
  - ☐ Out of area call center
  - ☐ Skype
  - ☐ _____
  - ☐ _____
- ☐ **Transportation**
  - ☐ Other modes of transport, fleet or delivery vehicles
  - ☐ _____
  - ☐ _____
  - ☐ _____
  - ☐ _____

ACCESS TO YOUR FACILITIES POST-DISASTER

When a physical building is closed for any reason by a local jurisdiction, the challenge is when and how you and your employees can regain access. It is up to the local authority to allow re-entry through a disaster area and they are legally responsible. If the area is safe to access, but the concern is around security, you will need to work with your local law enforcement as to who has the authority from your company to cross a police barrier or enter a building.

- ☐ Talk with your local law enforcement or emergency management about re-entry programs or procedures
- ☐ Create a list of authorized employees who may need to gain access to the building after a disaster (regardless if you had physical damage or not) to restart operations, assess the building, or so forth
- ☐ Consider what needs to be communicated with law enforcement and employees regarding procedures and proper ID, acknowledging that the specific police officer at the barrier may be unaware of earlier arrangements
- ☐ Work with neighboring businesses, and have their contact information included in your key contact list, so whomever gains access first can provide feedback or initial information and photos regarding the area or what they see at your business from the outside

Consider losing your building. How would you run your business or serve your customers?

RECOVERY

While you are working on your priorities, being building your recovery list (many items have to be addressed in advance to be used for recovery)

BEFORE DISASTER

- ☐ Determine procedures to manage closure, repairs, and restoration
- ☐ Create a contact list of recovery vendors who can assist with repairs, re-entry and re-opening needs for your building and elements
- ☐ _____
- ☐ _____

AFTER DISASTER

- ☐ Board up broken windows
- ☐ Add security to any exposed damage areas
- ☐ _____
- ☐ _____

☑ BUILDINGS

Good job!

You have completed addressing this Critical Asset. Now select your next most important asset. Consider what your business cannot function without or which if interrupted would cause significant losses to your business.

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DISASTER RESPONSE AND LESSON LEARNED

Document, document, document. Throughout this 101 Workbook you have read that after any disaster strikes, you need to document your experiences and lessons learned. This is important while the experience if fresh in your minds. Next, you take that information and update any plans, procedures and training to match what you have learned.

But it does not have to stop there. You can also learn from others' mistakes and experiences, so you do not have to repeat their mistakes either, and incorporate into your strategies.

The primary purpose in all of this is to improve your business resilience, to be flexible and teachable to change as new information helps you to refine your approach. There are lessons in hear that came from the experience of other businesses, such as how to approach insurance. Seattle Chocolates' CCO (Chief Chocolate Officer) shared an experience on day 365, after working every day without a break after an earthquake hit them in 2001. They had talked with an insurance agent about earthquake insurance to cover their whole business. He thought is was too expensive and chose not to get any. A major earthquake strikes and he thought about that decision based on their devastating damage, relocation, saving part of their inventory from complete loss, loss of their CEO, then partners and a customers who helped their recovery – none of it with any insurance coverage. He shared that if he had only covered their most critical elements of the business, it would have been more affordable, and they would not have had to struggle as much as they did (he might have stayed beyond when he finally took a day off sometime well into year two after their disaster). But, what he did saved them and there are open today because of it. Similarly, 75% of the small businesses that called into the U.S. Chamber of Commerce Foundation's Disaster Help Line had no insurance after flooding from Hurricane Sandy, an issue that put all recovery costs squarely in the pockets of these struggling business owners with their auto mechanic shops, daycares, and restaurants.

Your business gets the information they did not have, or did not hear, and learned the hard way. You can make better business decisions, to become resilient, no matter what the cause of the interruption.

If you have not already, start now!

"The primary purpose is to improve your business' resilience, to be flexible and teachable to change as new information helps you refine your approach."

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DEVELOPING YOUR BUSINESS CONTINUITY PLAN

After using this Business Resilience 101 Workbook, you can implement many mitigation solutions that will both reduce your business' vulnerability to its risk AND are the building blocks to creating your overall Business Continuity Plan (BCP). Building your BCP plan will be an important next step to increase your resilience to all hazards.

The great news is that your actions from the 101 Workbook can also be incorporated into your overall BCP plan, to help you strengthen and fortify your business.

101 Workbook provides mitigation solutions that reduce your business' vulnerability AND are the building blocks to creating your overall Business Continuity Plan (BCP)

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ANNUAL VIGILANCE

DOCUMENTS, PLANS, AND STRATEGIES

All of your six critical assets will need to be reviewed at least annually, if not sooner. Like any inventory list, your emergency related information (strategies, plans, procedures) are only valuable if they are updated. Schedule updates for the same time every year, such as when you have to change your clocks in the fall, or whenever makes the most sense for your business. Some businesses tie their disaster planning to departmental audits, to ensure they get done. Just make sure it gets done then recognize the work that it took to get accomplished as that will go a long to serve your overall purpose of resilience.

Keep in mind that there are elements of your disaster planning, such as contact lists, which need to be updated more frequently than yearly. For some businesses, updating specific information could be weekly or daily. So, just make sure the people or departments performing the updates are also including that information into your planning documents and, if needed, the Grab-n-Go.

With any of these items that need to be updated, be proactive about scheduling them. Put them on a calendar that your planning team, or the responsible person, receives, then follow-up to make sure it got done. It needs to be made a priority to update, and use your executive support to make sure it stays at the top of the list annually. The longer you go between disasters only brings a potential emergency closer. That is not when you want to learn your key information is out of date.

TRAINING

Your people assets are an important one to keep on the annual schedule to cover training new recruits, renewals or re-certifications of training. Because employee are busy with their day jobs, and do not think about emergencies until one happens, they need yearly refreshers to keep them comfortable with the subject matter. It will build their response-confidence each year, especially if you combine it with annual drills where they can “practice their training”, such as during The Great ShakeOut Earthquake Drill or for whatever hazard you want to focus.

Do not forget that training is not limited to emergency response training like first aid. All your employees need to be trained and reminded about your emergency / disaster / Business Continuity Program. They can learn: what is in place; how to use the strategies, plans and procedures; their roles; and how to participate.

ANNUAL CRITICAL ASSET REVIEW				
Critical Asset Addressed	Element	Date Completed	Completed By (initials)	Update Scheduled
People				
People				
People				
People				
People				
People				
People				
People				
People				
People				
People				
People				
People				
People				
People				
People				
People				

INSTITUTIONALIZING RESILIENCE

The overall goal here is to make resilience a part of your business culture, so it is not seen as an extra task that can be postponed. The process to train employees, for instance can be incorporated into new employee orientation. It can become a standard operating procedure that one step after installing new equipment, that the part numbers and detail are entered into the appropriate inventory list and saved to the Grab-n-Go. It is what will make sense for your business, and there you are the expert as to what will work best for the company culture.

An element that will assist this is to keep the employee education going at least annually using ‘information campaigns’, encouraging they take materials home, and whatever you need to keep the subject in their minds to try to keep away complacency (e.g. remembering anniversary of disaster events, or highlighting when disasters happen elsewhere and what would you do if it happened at your office.

Keep the executive support going through annual reports that show your numbers of employees trained, how many of your priorities have been accomplished, what are still left to do (and if there are any costs associated to complete them), results of any small emergency events, if trained employees responded to something (in or outside of the business), and overall how this is making your business more resilient to keep its doors open or can re-open and recover faster in doing this.

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NEXT STEPS

Great job! Now that you have read through the Business Resilience 101 Workbook, if you have not started yet, pick one task from this Workbook and do it. If you are unsure where to begin, choose any 'low-hanging fruit' which are the easiest to get accomplished and help you to get some early success. Use those simple tasks to assist you in building momentum and support to strengthen your business resilience.

The tips and tools in this 101 Workbook breaks down into 6 critical assets that need to be addressed in every business, although which is most important will vary between businesses, and how to jump in and start accomplishing them. In doing this, the result is you are reducing your risk to any hazard that may cause an unplanned disruption by performing mitigation actions. Consider that you are likely taking these steps vs. your competitors who are not.

GOING FROM INTERMEDIATE TO ADVANCED

After completing this 101 Workbook, you are strongly encouraged to take the next step in Resilience in a Box and build your Business Continuity Plan (BCP) as it will incorporate all the things you have completed so far and add elements that look on how to strategically strengthen the operations of the business of what you do and how to do it better. The BCP goes into more details before, during, and after a disaster, but you have made a great start already – now it is time to enhance what you have begun. The process to complete your BCP will help you to strengthen your business operations by tying all these pieces together into one cohesive package of business continuity and resilience to recover when a disaster strikes.

Take the next step in Resilience in a Box and build your Business Continuity Plan (BCP). It will incorporate what you have completed so far and add elements to strategically strengthen your operations.

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FOR INFORMATION AND TRAINING OPPORTUNITIES IN MEXICO, PLEASE CONTACT CENACED'S LIC. EMMA GONZÁLEZ SARUR AT (+55) 5250-8066 OR DIRECCION_GENERAL@CENACED.ORG.MX. ALSO, VISIT THE WEBSITE AT WWW.CENACED.ORG.MX

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