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**Emergency Preparedness & Business Continuity**

The purpose of this document is to provide SMACNA Member companies with a Business Continuity Plan workbook that follows industry best practices and ensures that member companies have the best plan possible for the overall investment required. Users can make revisions to the document to reflect the level of preparedness that best fits their organization. That is, a company can use all or parts of the provided information based on the amount of time and resources they chose to dedicate to developing a program.

The goal of this effort is to get SMACNA members to consider the issues involved with planning for disasters and serious incidents, and make adequate preparations and plans for recovery.

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**Forward:**

An entire organization should be involved in preparing for and recovering from disasters. Leadership, staff, and suppliers must all be prepared for, and actively involved in, the planning for and resumption of your business activities. The scale of a disruption may be local to your office or affect an entire region. You must be prepared for such crises, large and small. The larger the disaster, the more you will need to rely on your own resources and for longer periods of time.

Historically, maintaining a Business Continuity Plan (“BCP”) has been a challenge. Someone gets promoted or leaves the company and the plan's out of date because it was too much trouble to update it. For this reason, a BCP must be considered a “living” document. It must change as the organization changes.

The success of a BCP is measured by more than the thickness of the document. It is measured by how well the staff understands it and how well the planning can be used to guide the emergency response and business resumptions efforts. This is accomplished with a high degree of staff involvement and awareness. Regardless of how complex the organization is, the BCP should be no more complex than your organization is willing to devote to understanding and internalizing it.

How well your organization can respond to an emergency and resume normal operations after it is contained is the true test of an effective Business Continuity Plan.

**Emergency Preparedness and Business Continuity Plan**

**for**

***SMACNA MEMBER COMPANY NAME***

**OBJECTIVE**

An entire organization should be involved in preparing for and recovering from disasters. Leadership, staff, and suppliers must all be prepared for, and actively involved in, the planning for and resumption of your business activities. The scale of a disruption may be local to our office or affect an entire region. We must be prepared for such crises, large and small. The larger the disaster, the more we will need to rely on our own resources and for longer periods of time.

In order to prepare for and respond to significant emergencies and incidents affecting business operations, this written program has been established for ***SMACNA MEMBER COMPANY NAME*** (hereafter referred to as “the Company”). All company projects and facilities are included and comply with this program.

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SMACNA

4201 Lafayette Center Drive

Chantilly, VA 20151 **Plan Overview**

## Executive Summary

This Business Continuity Plan (BCP) includes efforts for emergency preparedness and is the confidential property of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (herein known as the Company). This document provides the planning necessary to provide for the safety of staff and guests as well as the requirements, strategies, and proposed actions necessary to resume key business functions rapidly and effectively following a disaster.

The existence of this BCP and the coordinated response and recovery planning efforts, recognizes and affirms the importance of information to the company, and the responsibility of each manager and employee for safeguarding company's assets (both physical and intellectual.)

This BCP exists to 1) minimize physical damage, 2) ensure the safety of staff and 3) assure a smooth recovery within **2-3 days** of a disaster. The level and timeliness of “recovery” will be based on numerous factors including the type and severity of the incident / emergency and the amount and degree of damage affecting personnel, infrastructure, suppliers, clients, etc.

## Assumptions

This Plan is being developed with the following assumptions:

* This Plan will be based on a severe disruption. Recovery from anything less than major disruption can also be achieved by using portions of this Plan.
* Key staff members are available to support the recovery efforts.
* External services or their respective backups (telephone, facilities, transportation, recovery facilities, alternate site, etc.) are available and operating.
* All vital records (magnetic media, documentation, etc.) necessary for recovery are available and usable from an off-site storage location.

## Policies

* The Business Continuity Plan is designed to maintain the well-being and safety of employees, protect assets, and provide a continuance business operations for services classified as critical.
* The Business Continuity Plan shall provide for the re-establishment of mission critical automated systems and business operations within **2-3 days** of a declared disaster.
* The Business Continuity Plan shall be the responsibility of the organization’s Senior Management **and shall be reviewed and updated quarterly** or whenever there is a significant change to Facilities, Human Resources or Information Technology.
* Staff members are required to follow the Evacuation and Shelter In Place instructions as provided by those in charge. This includes both drills and actual emergencies.
* Crisis Management Team members, and other staff members deemed “critical” will be required to take their respective laptops home unless they have a home computer system and Internet connectivity with those capabilities that IT deems necessary for the employee to work remotely.
* Advise staff to not mention or discuss the disaster situation with anyone other than crisis management team members. **No one should talk to the media without prior senior management approval.**
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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## Project Team

The Project Team is the staff assigned to gather, evaluate, assemble and manage the project of building your Business Continuity Plan. These individuals are typically from the key infrastructure areas of the business: Facilities, Human Resources, Information Technology and Operations.

| Name | Responsibility |
| --- | --- |
|  | Facilities |
|  | Human Resources |
|  | Information Technology |
|  | Operations/Project Management |
|  |  |
|  |  |

## Project Timeline

This table represents the various activities or tasks (main plan sections) involved in developing an emergency response/business continuity plan.

| Activity | Start Date | Completion Date |
| --- | --- | --- |
| Plan Overview |  |  |
| Risk Assessment |  |  |
| Crisis Management |  |  |
| Emergency Response |  |  |
| Recovery and Resumption |  |  |
| Awareness, Maintenance &Testing |  |  |
| Reference Tables |  |  |
| Implement Plan (last task) |  |  |

## Abbreviations

Business Continuity Plan BCP or Plan

Crisis Management Team CMT

Disaster Recovery Team DRT

Headquarters HQ

Human Resources HR

Information Technology IT

Shelter-in-Place SIP

Single Points of Failure SPOF

# Risk Assessment

## Threats & Hazards

This section contains a list of threats & hazards that this company may be susceptible to. The impact on the organization by one hazard might be similar to another hazard (e.g., a building evacuation could be caused by weather, a terrorist act, fire, or structural damage).

The following tables are used to analyze and prioritize potential threats & hazards ranked by their probability of occurrence and the impact on the organization. The threats and/or hazards with the highest end value should receive the highest level of pre-planning attention and available resources. Lower value end score items must also be addressed during the planning process. Table 1 defines the criteria for ratings that will be used in the Risk Matrix (Table 2) calculated with the following formula.

**Risk = Probability *(row)* x Impact *(column)***

*Table 1: Ratings Criteria*

|  |  |  |
| --- | --- | --- |
|  | Likelihood of Occurrence | Severity of Impact |
| 5-Very High | Expect at least once annually | Potential to go out of business |
| 4-High | Expect occurrence every 3 years | Significant loss of profits &/or damage to reputation |
| 3-Medium | Expect occurrence every 5 years | Moderate loss of profits &/or damage to reputation |
| 2-Low | Expect occurrence every 10 years | Small loss of profits &/or damage to reputation |
| 1-Very Low | Expect occurrence less frequently than every ten (10) years | Insignificant loss of profits &/or damage to reputation |

*Table 2: Risk Matrix*

| Threats & Hazards | Probability | x Impact | = Risk | Comments |
| --- | --- | --- | --- | --- |
| Acts of War |  |  |  |  |
| Arson |  |  |  |  |
| Contractual Obligations |  |  |  |  |
| Cyber Crime |  |  |  |  |
| Data / Records Loss |  |  |  |  |
| Disclosure of Confidential and/or Sensitive Information (unauthorized) |  |  |  |  |
| Earthquake |  |  |  |  |
| Electrical Storms |  |  |  |  |
| Environmental Hazards |  |  |  |  |
| Epidemics / Disease |  |  |  |  |
| Equipment Failure / Equipment Loss |  |  |  |  |
| Fire |  |  |  |  |
| Flood |  |  |  |  |
| Freezing Conditions |  |  |  |  |
| Hazardous Material / Chemical Release |  |  |  |  |
| Heatwave / Droughts |  |  |  |  |
| Hurricane |  |  |  |  |
| HVAC Failure |  |  |  |  |
| Injuries to Multiple Employees/ Fatalities |  |  |  |  |
| Internal Power Failure |  |  |  |  |
| IT System Failure |  |  |  |  |
| Labor Disputes / Strikes |  |  |  |  |
| Legal Problems |  |  |  |  |
| Loss of Electrical Power |  |  |  |  |
| Loss of Key Personnel |  |  |  |  |
| Loss of Utilities  (gas, water, waste removal) |  |  |  |  |
| Negative Publicity |  |  |  |  |
| Neighboring and Nearby Hazards |  |  |  |  |
| Production Line Failure |  |  |  |  |
| Public Transportation Disruption |  |  |  |  |
| Regulatory Citation (OSHA, EPA, etc.) |  |  |  |  |
| Riots |  |  |  |  |
| Sabotage |  |  |  |  |
| Snowstorm |  |  |  |  |
| Supply Chain Disruption /  Loss of Critical Supplier |  |  |  |  |
| Telephone / Telecom Outage |  |  |  |  |
| Terrorism |  |  |  |  |
| Theft |  |  |  |  |
| Tornado |  |  |  |  |
| Tsunami |  |  |  |  |
| Wildfires / Forest Fires |  |  |  |  |
| Workplace Violence |  |  |  |  |
| Volcano Eruption |  |  |  |  |
| Others |  |  |  |  |
|  |  |  |  |  |
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## Single Points of Failure

Single Points of Failure (“SPOF”) include infrastructure, institutional knowledge or a business process that relies solely on one person, does not have a backup & recovery strategy, or is one of a kind. The “Single Point of Failure” is anything or any person that if unable to perform its designated role, would adversely impact the company (“Problem / Issue”). These may be a threat or hazard identified in section 3.1. “Mitigation” is any action that can be taken in advance to reduce the impact of the “Problem / Issue” resulting from the “Single Point of Failure”.

| Single Points of Failure | Problem / Issue | Mitigation |
| --- | --- | --- |
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# A good example of a single point of failure for the HVAC / sheet metal industry is the loss of a critical, sole-source supplier. Companies often rely on receiving goods and services from outside supplier or vendors. A major problem / issue would occur if that supplier were to experience a disaster or significant incident and would therefore be unable to provide the goods or service that would be difficult or impossible to obtain from another supplier. The Company will review all business relationships to identify these points of failure and make necessary alternate plans. See section 8.3 and 8.4 of this document.

# Crisis Management

## Crisis Management Team (CMT)

The CMT Leader, or designated alternate(s), are the only individuals who are authorized to activate the Plan, whereby authorizing that all involved personnel be notified. However, before the CMT will be able to intelligently decide whether or not to declare a disaster and activate the Plan, they must be fully informed of the situation. For this purpose, the CMT will obtain, solicit and consolidate information concerning the severity of the outage, and the estimated length of time to repair and/or restore the damaged equipment.

The Crisis Management Team includes those individuals responsible for coordinating and directing the response and recovery efforts resulting from a disaster or business disruption. Include each Company Department or Basic Infrastructure. The person in charge of the crisis (“CMT Leader”) is defined by the following Chain of Command:

| Name | Responsibility | Work Phone | Home Phone | Cell Phone |
| --- | --- | --- | --- | --- |
| **CMT Leader** | Primary |  |  |  |
|  |  |  |  |  |
| **CMT Alternate Leader** | Alternate |  |  |  |
|  |  |  |  |  |
| **Facilities** |  |  |  |  |
|  | Primary |  |  |  |
|  | Alternate |  |  |  |
| **Information Technology** |  |  |  |  |
|  | Primary |  |  |  |
|  | Alternate |  |  |  |
| **Human Resources** |  |  |  |  |
|  | Primary |  |  |  |
|  | Alternate |  |  |  |
|  |  |  |  |  |
| **Operations/Project Management** |  |  |  |  |
|  | Primary |  |  |  |
|  | Alternate |  |  |  |

## Communications

In the event of a disaster, staff, both in the office and on a job site, must be able to be contacted. This can be done via a “Call Tree” (employees calling each other from a pre-designated list) or a commercially available Mass Notification System which are used to send electronic “alerts” over various means of communication such as phones, cellphones, pagers, email, etc. Information on available Mass Notification Systems can be found on the Internet.

**If the event occurs during off hours (at night, on a weekend, holiday, etc.), personnel will be contacted at their home telephone numbers.**

1. **First Contact (highest ranking company personnel first aware of incident/emergency),**
2. **Who will contact the members of the CMT,**
3. **Who will contact the Department Heads,**
4. **Who will contact their respective Staff Members/Personnel.**
5. **Communication plans to inform staff:**
6. **Ensure that fire department, police department, and/or other officials are notified and the incident / emergency response have been started.**
7. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
8. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
9. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
10. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
11. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
12. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

## Post-Incident Review

As a result of any incident, the Crisis Management Team will perform a Post-Incident Review and incorporate its results into the Plan. Those involved will also file an incident report with the CMT and/or Senior Management.

# Emergency Response

Emergency Response will be guided by the Crisis Management Team.

## Emergency Kits

The company will have an Emergency Kit that contains the following:

1. Reflective vest
2. Flashlight
3. Walkie-talkie tuned to channel 01
4. Extra batteries for flashlight and walkie-talkie
5. Whistle
6. Small erasable marker board
7. Staff list clipboard with updated phone list and office map
8. Laminated card with checklist and instructions
9. First aid kit
10. Paper & pens
11. Bull horn

Additional Emergency Kits may be needed for large facilities or multiple locations / jobsites.

Contents of the Emergency Kits will be reviewed every month   
and refreshed every six (6) months.

## 

## Evacuation / Shelter in Place Procedures

The order to evacuate or shelter in place will come from the Crisis Management Team.

Evacuation Procedures will be posted in areas where all personnel will be able to review them. Additionally, an awareness/training session will be conducted periodically to keep personnel aware of their responsibilities when evacuating during an emergency (see Section 7.1)

All personnel should become familiar with the floor plan of their department/facility, and the locations of all exits.

During evacuation, only the fire, police, or emergency rescue services personnel should attempt to re-enter the facility. Failure to comply will create confusion among the evacuees and interference with authorized individuals in the performance of their duties. Floor Monitors will back-up each other in the event that one is not available.

### Building Evacuation- each appointed Floor Monitor will:

1. Bring a Staff Roster to the primary or secondary evacuation site
2. Account for those at the evacuation site
3. Confirm that those absent were not in the building today
4. Pass your exception list (not accounted for) to the Crisis Management Team Leader
5. Wait for further instructions

### Shelter In Place or Area Evacuation - each appointed Floor Monitor will:

1. Gather staff in an area that is above ground, and has the fewest possible exterior doors and windows. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Encourage them to contact their family members and notify them of their plans to stay or leave
3. Record information on your staff members’ plans to stay or leave
4. Contact all staff members, even those not in the office
5. Confirm a safe arrival home of any staff member who departed
6. Check the Emergency Voicemail messages for anyone who hasn’t reported
7. Report exceptions or issues to CMT Leader, or in his absence, CMT Alternate(s).
8. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
9. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
10. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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### Meeting Place(s)

1. Meeting Place #1 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. If Meeting Place #1 is not available, proceed to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. If neither site is available, proceed to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Crisis Management Team Members will confirm staff present at the chosen meeting place.
5. CMT Leader will then instruct staff as to returning to the building or dismissal.
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
8. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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### Emergencies During Non-Business Hours

1. Contact all staff members to ensure they are safe.
2. Monitor the Emergency Mailbox messages for anyone who hasn’t reported.
3. Report exceptions to CMT Leader, or in his/her absence, one of the CMT Alternates.
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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**REMEMBER - STAFF SAFETY FIRST!**

### Emergency Telephone Numbers – contacts for actions related to emergency response

| Name | Telephone Number |
| --- | --- |
| Fire Department |  |
| Fire Marshal |  |
| Police Department |  |
| Code Enforcement / Building Inspections |  |
| Poison Control |  |
| Facility Security Company |  |
| Electric Company |  |
| Gas Company |  |
| Telephone Company |  |
| Equipment Repair Company |  |
| Union Local Office |  |
| Others |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

# 

# Recovery & Resumption

## 5.1 Disaster Recovery Team (DRT)

The Disaster Recovery Team operates under the direction of the Crisis Management Team and has the responsibility for the logistical, administrative, and security functions that support the business recovery and resumption effort.

| Name | Responsibility | Work Phone | Home Phone | Cell Phone |
| --- | --- | --- | --- | --- |
| **DRT Leader** | Leader |  |  |  |
|  |  |  |  |  |
| **DRT Alternate Leader** | Alternate |  |  |  |
|  |  |  |  |  |
| **Facilities** |  |  |  |  |
|  | Primary |  |  |  |
|  | Alternate |  |  |  |
| **Information Technology** |  |  |  |  |
|  | Primary |  |  |  |
|  | Alternate |  |  |  |
| **Human Resources** |  |  |  |  |
|  | Primary |  |  |  |
|  | Alternate |  |  |  |
| **Operations / Project Management** |  |  |  |  |
|  | Primary |  |  |  |
|  | Alternate |  |  |  |
| **Others** |  |  |  |  |
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## 5.2 Recovery Tasks – Day 1

These are the priority tasks that need to be addressed in the initial hours and first day after an incident.

| Task Description | Task Owner | Comments / Notes |
| --- | --- | --- |
| Assess Human Resources |  |  |
| Assess Facilities |  |  |
| Contact Major Utilities |  | Do not delay in contacting utilities as they are often overwhelmed in emergency situations and it is critical to get utility repair requests in as soon as possible. |
| Assess Information Technology |  |  |
| Assess Contracts and Projects in process |  |  |
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## Recovery Tasks – Day 2 to 3

| Task Description | Task Owner | Comments / Notes |
| --- | --- | --- |
| Anticipate, and prepare for, increased business if disaster is in your region. |  | Clients will need to get HVAC systems and related components repaired. This increased work may require interaction with insurance companies. |
| Contact clients with appropriate information. |  |  |
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## Recovery Tasks - Day 4 to 7

| Task Description | Task Owner | Comments / Notes |
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## 5.5 Recovery Tasks - Over 7 Days

| Task Description | Task Owner | Comments / Notes |
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# Awareness, Maintenance & Testing

This section contains policies for testing, maintenance and awareness of the plan. Each section should include guidelines and timeframes.

## Awareness & Training

Awareness provides for the understanding of the Plan. Training facilitates execution.

* New staff orientation will include training in emergency procedures and the applicable BCP policies and procedures.
* Existing staff will participate in preparedness review sessions at plan outset and **annually** thereafter.
* CMT members will participate in training sessions **quarterly**.
* Participation in drills, exercises, awareness programs, etc. is **mandatory**.
* Encourage staff to develop and maintain a Personal/Family Preparedness Plan.
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Plan Maintenance

* The entire Plan will be reviewed and updated quarterly or whenever there is a significant change to Facilities, Human Resources or Information Technology.
* Each Team Member will review and update the BCP quarterly or whenever changes in staffing, facilities or IT occur.
* Provide any revisions, updates, etc. to the Plan to the Project Team for review and subsequent inclusion.
* Contents of the Emergency Kits will be reviewed monthly and refreshed every six (6) months, as needed.
* Review disaster support agreements for buildings and facilities annually.
* Evaluate disaster support agreements with vendor(s) annually.
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Testing & Exercising

Testing and exercising the procedures ensures that the Plan and staff awareness & training are effective.

* Conduct **semi-annual** Crisis Management Team exercises
  + Internal and external communication
  + Incident response and consequence management
* Evacuation and/or shelter-in-place drills should be conducted every **six (6) months**.
* Incorporate improvements and lessons learned from tests, drills or exercises into the Plan within **three (3) weeks** of the conclusion of a drill or exercise.
* Test the Plan using the top Threats & Hazards identified by Risk from Table 2 in   
  Section 2.1.
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Reference Tables

These tables are used to collect information in the risk assessment stage and implemented during the recovery stage. The tables should be updated as needed.

## Facilities

This is information related the physical buildings and facilities owned and operated by the Company.

| Facility Name | Address | Managed by | Key Contact | Phone |
| --- | --- | --- | --- | --- |
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## Information Technology Infrastructure

This is information related to the computers and information technology used by the Company.

| IT System / Application | Function | Supplier / Location |
| --- | --- | --- |
| Phone System |  |  |
| Server / Network |  |  |
| Computer Hardware |  |  |
| Internet Provider |  |  |
| Email Capability |  |  |
| Data Backup / Restore |  |  |
| Power Supply |  |  |
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## Business Alliances

Has the Company considered whether geographic separation with its essential alliances is important? Are competitors in the area available for assistance?

| Company | Alliance Description | Contact | Phone |
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## Key Vendors

This is information related to key vendors including suppliers of specialty products, repair services, or hard-to-find equipment parts.

| Vendor | Product/Service | Contact | Phone |
| --- | --- | --- | --- |
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## Vital Records

Vital Records, both hardcopy and electronic, often contains mission-critical information - data or records the company will need to be able to operate on a day-to-day basis - that are onsite, along with the data stored elsewhere. Examples include corporate meeting minutes, signed contracts, personnel information, blueprints, etc.

| Document Description | Location | Special Instructions |
| --- | --- | --- |
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## Critical Equipment

This is information related to critical pieces of equipment or tools (not IT equipment) that would need to be repaired or replaced in the initial efforts towards recovery.

| Equipment Name / Type | Location | Description / Notes |
| --- | --- | --- |
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## Insurance Information

This is information for required review of insurance policies on an annual basis, or when liabilities / exposures change, to ensure proper and adequate coverage.

| Insurance Company | Coverage | Contact | Phone |
| --- | --- | --- | --- |
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## Staff Contact Listing (CONFIDENTIAL)

This is a list of all staff and personnel. It is a very dynamic, ever-changing list that needs to be updated on a regular basis due to human resource actions, personal preferences and changes, etc.

| Name | Email | Work Phone | Home Phone | Cell Phone |
| --- | --- | --- | --- | --- |
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## Emergency Response Procedures

Basic procedures for these emergency incidents follow:

* Fire alarm response procedures
* Bomb threats
* Suspicious mail or packages
* Hazardous materials
* Biological or chemical threats
* Nuclear or radiological threats
* Natural disasters
* Tornadoes

### 

### 8.1 Fire Alarm Response Procedures

**Fire Preparedness Rules**

The following Fire Preparedness Rules shall be observed by all employees:

1. Know where all emergency exits are located on each floor as well as an alternate exit site.
2. Keep stairwell doors closed at all times except during evacuation to minimize spreading of fire from the “chimney effect”.
3. Keep aisles clear of obstacles. Do not store equipment in aisles or block doorways. Do not block exits.
4. Safeguard all flammable materials.
5. Avoid overloading plugs or power strips.
6. Maintain good housekeeping in all areas of the building, since this is one of the most effective means of preventing fire.
7. Obey “No Smoking” policies in the building or on the property.

The facility is protected by a bell alarm system. When a manual fire alarm on a particular floor is pulled, the alarm will automatically ring on all floors. All employees should be familiar with the following:

* Fire extinguisher locations: (list or add floor diagram) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Fire alarm manual station locations (list or add floor diagram)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The fire alarm system is monitored by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ who will automatically call the Fire Department. Facilities Management will immediately investigate the situation.

**Use Only the Stairwells to Evacuate   
the Building In The Event Of Fire/or Similar Disaster**

All staff should proceed directly to the nearest safe exit whenever the fire alarm is heard. Exits are clearly marked on the floor map posted on each floor. Prior to opening a door, feel the door front to determine if there is any heat behind it.   
**If the door is hot, DO NOT OPEN IT.** Immediately locate an alternate exit site.

* **Upon Discovering a Fire**

1. Alert personnel who may be immediately endangered and proceed to the nearest pull station to activate the alarm system. Sound the fire alarm, no matter how small the fire appears to be.
2. Notify Facilities Management at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or   
   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.
3. Close all doors behind you, especially the door to the burning room.

* **Evacuation of the Building**

1. Upon hearing the alarm system, immediately evacuate the building in an orderly manner, using the stairwell exits. When exiting, avoid crowding or undue haste. A fall might spell disaster for you and others. Descend the stairs carefully. When you reach the ground floor, exit in an orderly fashion. **DO NOT RUN! DO NOT USE THE ELEVATORS!**
2. When out of the building, employees should go to the designated Meeting Place. Stay clear of the building entrance to allow access by the fire department and other emergency personnel. Proceed as directed by law enforcement or emergency personnel.
3. Utilize mobile phone if available to check-in with your immediate supervisor and arrange to meet other staff at one of the alternate safe assembly areas.

* **What To Do If Your Exit Route Is Blocked By Smoke**

1. Remain calm, crawl low and try and remain below the smoke; the air is easier to breathe near the floor.
2. If trapped in a room, close all the doors between you and the smoke. Seal the cracks around the doors and vents with clothing or towels.
3. Signal at the window to rescuers. Do NOT attempt to break open the window unless directed to do so by the fire department or other emergency personnel. If you have a phone, give the Fire Department your exact location, even if they are on the scene.

**All Clear Signal**

The Fire Department will inform Facilities Management when it is safe for employees to return. The Facilities Management will give an “all clear” to the Crisis Management Team Leader, and then the Crisis Management Team Leader will notify the employees to return to the building. Please re-enter the building in an orderly fashion.

**Evacuation for Individuals In Need of Assistance**

The following is evacuation procedure for any individual who may be in need of assistance:

* The Crisis Management Team will maintain an up-to-date list of all individuals who may require assistance on his or her floor (a copy will be sent to Facilities Management). This list will include the following information about the individual:

1. Name
2. Telephone extension
3. Floor number/office site
4. Type of limitation or assistance needed
5. Type of equipment needed to evacuate

* The Crisis Management Team will assign an assistant (buddy) to any person (s) who may require help during an evacuation. These person(s) will be moved to a safe area (large stairwell by restrooms) to await instructions (relocation or evacuation) from the Fire Department or emergency personnel.

### 

### 8.2 Bomb Threats

**All bomb threats must be taken seriously.** If you are notified of a bomb threat, do not touch any suspicious packages. Clear the area around suspicious packages and direct individuals in the area to stay back or evacuate the building.

Remain as calm as possible. Notify the Police Department at 911, and then notify the Crisis Management Team Leader. The Crisis Management Team Leader will be responsible for contacting Facilities Management.

Do not stand in front of windows, glass doors or other potentially hazardous areas.

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

### Suspicious Mail or Packages

There are potential threats associated with bombs, biological viruses, and other chemical or radiological weapons being sent through the mail. The Federal Bureau of Investigation (FBI) and the United States Postal Service (USPS) has issued warnings regarding suspicious mail and guidelines for handling such packages.

**You should be suspicious of unknown mail or packages if any of the following criteria are met:**

* Unexpected mail or mail from someone unfamiliar to you that appears to be suspicious.
* Handwritten mail that has no return address or bears one that you can’t confirm is legitimate
* Mail that is lopsided or lumpy in appearance.
* Mail sealed with excessive amounts of tape.
* Marked “Personal” or “Confidential.”
* Marked with any threatening language
* Excessive postage or excessive packaging material
* Have misspellings of common words
* Sounds or unknown smells emitting from the package

**Handling guidelines include:**

* Don’t handle a letter or package you suspect is contaminated.
* Don’t shake, bump, or sniff it.
* Place an empty trash container over the suspected mail or package.
* Notify the Crisis Management Team Leader and Facilities Management immediately.
* Wash your hands thoroughly with soap and water.
* Evacuate immediate area and secure the door – do not allow other employees to enter.

**The Crisis Management Team Leader will notify local law enforcement officials if necessary.**

### 8.3 Hazardous Materials

Hazardous materials are substances that, because of their chemical nature, pose a potential risk to life, health or property if they are released.

Local fire or police department will issue warning procedures if a hazardous material incident occurs:

* Information will be provided via radio or television – emergency alert system.
* Residential route alerting – messages announced to neighborhoods from vehicles equipped with public address systems.
* Be prepared to evacuate if directed to do so.
* Be prepared to “shelter-in-place”; that is, to seek safety in one of the designated “shelter-in-place” locations.

**Shelter In Place Locations  
  
\_\_\_ Floor - \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
  
\_\_\_ Floor - \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

* Have a shelter kit available for Team Leaders to seal off the room if needed during a chemical release (plastic sheeting, duct tape, scissors, a towel or similar material to stuff into cracks.). Shelter kits will be stored adjacent to each “shelter-in-place” location.

**What to do during a hazardous material incident:**

* If you witness (or smell) a hazardous materials incident, call 911 or the fire department immediately and notify CMT and Building Management as noted above.
* If you hear a warning signal or radio/television broadcast declaring an incident, follow instructions from local authorities.

1. Stay away from the incident site to minimize the risk of contamination.
2. Avoid contact with spilled liquids, airborne mists or condensed solid chemical deposits. Keep your body fully covered if possible – gloves, socks, shoes, pants and long sleeved shirts.
3. If you are outside during an incident, remember that gases and mists are generally heavier than air. Try to stay upstream, uphill and upwind – hazardous materials can quickly be transported by water and wind.
4. In general, try to go at least one-half mile (10 city blocks) from the danger area; further if possible.

* If asked to evacuate, do so immediately. If authorities indicate there is enough time, close all doors and windows. Shut vents and turn off all heating or air conditioning to minimize contamination.

In the event of an airborne release of dangerous materials outside, shut off supplemental air supplies to the building. They are located:

| Location | Instructions |
| --- | --- |
|  |  |
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* If you are directed to stay indoors, immediately go to the shelter-in-place location. The Building Manager will close all external and internal doors, vents, and turn off air conditioners and ventilation systems. If needed, stuff material tightly under each door and tape around the sides and top of the door. Cover any vents or windows in the room with plastic sheeting and tape to provide a continuous seal.
* Remain in the room, listening to the emergency broadcasts on the radio until CMT Leader advises you to leave.

### 8.4 Biological or Chemical Threats

In case of a chemical or biological weapon attack, authorities will instruct the Crisis Management Team Leaders on the best course of action. This may be to evacuate the area immediately, to seek shelter at a designated location, or to take immediate shelter where you are and seal the premises.

**Chemical agents**

Chemical warfare agents are poisonous vapors, aerosols, liquids or solids that have toxic effects on people, animals or plants. They can be released by bombs, sprayed from aircrafts or vehicles or used as a liquid to create a hazard to people and the environment. Some chemical agents may be odorless and tasteless but can have an immediate effect (a few seconds or a few minutes) or a delayed effect (several hours – days). While potentially lethal, chemical agents are difficult to deliver in lethal concentrations.

**Biological agents**

Biological agents are organisms or toxins that can kill or incapacitate people, animals and plants. The three basic groups of biological agents that would most likely be used as weapons are: bacteria, viruses and toxins. Many biological agents break down quickly when exposed to sunlight and other environmental factors, but some (e.g. anthrax spores) are very long-lived. They can be dispensed in the air or can carry disease through food and water contamination.

**What to do during a chemical or biological attack**

* Follow directions from local authorities whether to remain inside or evacuate.
* If instructed to remain inside, turn off all ventilation, air conditioners, vents and fans.
* Seek shelter in an internal room preferably without windows. Seal the room with duct tape and plastic sheeting.
* If you are caught in an unprotected area, you should:

1. Attempt to get up-wind of the contaminated area
2. Find shelter as quickly as possible
3. Agents can only hurt you if they get on or into your body, so create a barrier between yourself and any contaminate (e.g. face masks, long sleeve clothing, plastic sheeting/duct tape for doorways)
4. Listen to the radio or emergency alerts for other instructions.

**If exposed to chemical agents:**

* Use extreme caution when helping others who have been exposed
* Remove all clothing and other items that may have been contaminated (cut off, do not pull over the head); place in a plastic bag.
* Decontaminate hands, face and other exposed body parts using soap and water and flush eyes with lots of water.
* When possible, proceed to a hospital for screening.

**If exposed to biological agents:**

* Most people will not know they are exposed to an agent until symptoms develop. When symptoms occur seek medical attention immediately.
* If alerted to a potential exposure, follow instructions from local officials.
* If your skin or clothing comes in contact with a visible, potentially infectious substance, you should remove and bag your clothes and wash with warm soapy water immediately.

### 8.5 Nuclear or Radiological Threats

Nuclear explosions can cause deadly effects – blinding light, intense heat, initial nuclear radiation, blast, and fires. They also produce radioactive particles called fallout that can be carried by wind for hundreds of miles.

A “Dirty Bomb” – or radiological dispersion device (RDD) – is considered far more likely than the use of a nuclear device. RDDs are a combination of conventional explosives and radioactive material designed to scatter dangerous and sub-lethal amounts of radioactive material over a general area.

If there were a threat of an attack, people living near potential targets could be advised to evacuate or take shelter in the middle of a building or underground area.

Shelters that have heavy, dense material offer the best protection.

The more distance between you and the fallout particles, the better. An underground area or floor near the middle of a high-rise building may offer adequate protection.

Fallout radiation loses its intensity fairly rapidly. Radioactive fallout loses its potency over time.

Remember that any protection is better than none at all.

**If a nuclear or radiological attack occurs:**

* Do not look at the flash or fireball, as it can blind you. If you are close enough to see the brilliant flash, the fallout will arrive in about 20 minutes.
* If you hear an attack warning, take cover as quickly as possible – BELOW GROUND or in an internal middle room of a high-rise building.
* If you are outside, immediately take cover behind anything that might offer protection. Lie flat on the ground and cover your head.
* Monitor directions and further instructions from emergency personnel or law enforcement authorities through emergency radio broadcasts.

### 8.6 Natural Disasters

Disasters and emergencies affecting large areas and many people can sometimes develop quickly. Flash floods and earthquakes, for example, can strike with little or no advance warning. There are certain things you do that will help you prepare and cope with an emergency.

**In the Event of a Natural Disaster**

* Whenever a major storm or other natural disaster threatens, remain alert and monitor radio or television broadcasts to hear weather reports and forecasts (issued by the National Weather Service) as well as other information and advice that may be broadcast by your local government.
* Use your office or mobile telephone only to report disaster events to authorities or Facilities Management. If you tie up phone lines simply to get information, you may prevent emergency calls from being completed.
* Stay away from disaster areas.

### 8.7 Tornadoes (example of a specific, common natural disaster)

**Tornado Warning**

By definition, a tornado warning is an alert by the National Weather Service **CONFIRMING A TORNADO SIGHTING AND LOCATION**. The Weather Service will announce the approximate time of detection and direction of movement. Wind could be 75 mph or greater.

**Public Warning**

A public warning will be announced by the National Weather Service through special radio and/or television broadcasts.

**In Case of a Tornado:**

1. Close the blinds. Move away from the perimeter of the building and exterior glass.
2. Exit from exterior offices and close the doors.
3. Stairwells and internal offices are the safest place on each floor.
4. Go to a stairwell and calmly move to a basement level if safe to do so.
5. Sit down in a corridor and protect yourself by putting your head as close to your lap as possible, or kneel protecting your head.
6. DO NOT go to the first floor lobby or outside the building.

## 9. Resources

**National Weather Service** – <http://www.nws.noaa.gov/>

**Federal Emergency Management Agency** – <http://www.fema.gov>

Emergency Management Guide for Business & Industry: <http://www.fema.gov/pdf/business/guide/bizindst.pdf>

**Department of Homeland Security**

READY America – <http://www.ready.gov/business>

PS-Prep – <http://www.fema.gov/ps-preptm-voluntary-private-sector-preparedness>

**American Red Cross** – <http://www.redcross.org/prepare>

**Center for Disease Control and Prevention**

Emergency Preparedness & Response: <http://emergency.cdc.gov/>

**Public Entity Risk Institute (PERI)** – <http://www.riskinstitute.org>

**Attainium Corp** – <http://www.attainium.net>

Business Continuity NewsBriefs: [www.attainium.net/newsbriefs/](http://www.attainium.net/newsbriefs/)

Related Articles: [www.attainium.net/topics.php?topicId=20](http://www.attainium.net/topics.php?topicId=20)

**Books**

“Avoiding Disaster” by John Laye

“Blindsided” – A Manager’s Guide to Catastrophic Incidents in the Workplace”

by Bruce T. Blythe

“The Complete Idiot’s Guide to Natural Disasters” by Laura Harrison McBride

“The Unthinkable – Who Survives When Disaster Strikes and Why?” by Amanda Ripley

## 10. Notes

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