

Instructors Guide

**Ready Business:
Developing a Business Continuity
and Disaster Preparedness Plan
for Your Business**

**Produced by the
Extension Disaster Education Network (EDEN)
in Cooperation with the *Ready* Campaign**



September 2010

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Introduction – This is the instructors guide for a course in which participants learn about the importance of a disaster plan, share ideas and develop the draft of their business continuity plans.

Instructors may be land-grant university specialists, local Extension Service educators/agents, business leaders and others in counties across the U.S. This course is designed primarily for small businesses but may be useful for first-time or part-time business continuity planners for medium-sized or larger businesses. The number of participants in a class may vary, but to facilitate discussion and hands-on learning, four to 25 people per class is recommended. The training may be adapted to meet your audience's needs. Use of these materials is free.

Think about business privacy before and during the course. Competing businesses may be in your class together, and they shouldn't be asked to share anything beyond general business information. After the introduction, attendees should be given the chance to leave the course if they feel their privacy will be jeopardized. However,

individuals can learn the process and work on their plans without sharing business information with others.

Throughout this instructors guide, the PowerPoint slides are shown in the left column. The right column is the recommended script. Instructions for the leader are in **bold**.

Target Audience – The target audience for this program is owners and managers of small and medium-sized businesses. The materials may be adapted for use with small non-profit organizations and government units, such as library boards.

Approximate Times – The course is designed to take about 3 hours, but that time can vary greatly depending on the audience, discussion time, how much time participants spend producing their own plans and more.

Desired Outcomes – After taking part in this training, participants will:

- Understand the need for business continuity and disaster preparedness planning
- Know the concepts of business continuity and disaster preparedness planning
- Discover their disaster risks
- Begin writing their individual disaster plans

Preparation Before Training –

Download these documents from www.EDEN.lsu.edu under EDEN Courses or Online Learning Opportunities:

- This instructors guide
- Course PowerPoint slides
- Plan template to provide to participants either on paper or electronically in MS Word
- Ready Business Mentoring Guide: Mentor Edition (for your use) – or order copies (see below)
- Ready Business Mentoring Guide: User Edition (one per participant) – or order copies (see below)

The Ready Business Mentoring Guide: Mentor Edition (publication # READY RB-0406-04) and Ready Business Mentoring Guide: User Edition (publication # READY RB-0406-05) may be downloaded from www.ready.gov/business/mentor/index.htm or ordered free from the FEMA Distribution Center at 800 480-2520.

Work with local Chambers of Commerce, business organizations and other groups to market the course. Publicize it in newspapers, magazines and newsletters; on radio and TV; and through social media sites.

Make copies of handouts for participants. However, it's recommended that participants bring laptop computers or work in a computer lab so they start an electronic version of their plan that can be easily updated.

If participants won't have Internet access, provide another way for them to give input on the online evaluation.

Practice with the PowerPoints and the computer and projector.

After Training – Ask participants to complete the online course evaluation at <http://bit.ly/ReadyBusiness>. Consider a follow-up survey three or six months after the training to see what participants have done. Please complete the instructor report/evaluation at <http://bit.ly/ReadyBusInstructor>.

Credits – Developed by Becky Koch, North Dakota State University Agriculture Communication Director, and NDSU Emergency Management Students Ben Hoffman, Haley Tweeten and Pierre Freeman

Based on the original EDEN program developed by Tristan Emery, Abigail Borron and Steve Cain, Purdue Agricultural Communications

Reviewed by Extension community development specialists and EDEN delegates from around the country

This EDEN business preparedness course was produced with the cooperation of the Department of Homeland Security. The Ready Marks are used with the permission of the Department of Homeland Security.

Ready Business

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Section 1: Overview and Introductions

Welcome participants and introduce yourself.

The goals of this training are to help you:

- Learn the reasons for disaster planning
 - Gain an introduction to business continuity planning
 - Discover your disaster risks
 - Begin writing your individualized disaster plan
- This business planning dovetails with individual or family disaster planning for stronger community preparedness.

The resources we'll use in this training are:

- Plan templates, either on paper or on your computer
- Business Mentoring Guide: User Edition

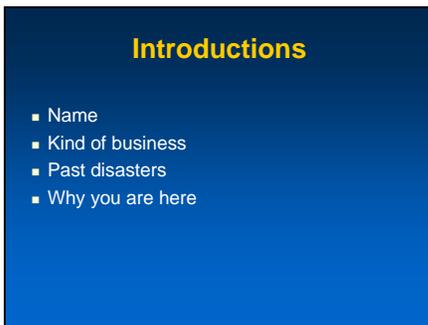
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The information in this training is based on Ready Business, a Federal Emergency Management Agency (FEMA) program developed in conjunction with several business organizations. Ready Business provides templates and ideas to help you develop a personalized business continuity plan for your business. Ready Business is part of FEMA's *Ready* campaign that encourages individuals to prepare for emergencies. This training program is developed by the Extension Disaster Education Network (EDEN), which is a network of state Extension Services that work together to share research-based resources that help citizens reduce the impact of disasters. This EDEN business preparedness course was produced with the cooperation of the Department of Homeland Security. The Ready Marks are used with the permission of the Department of Homeland Security.

You might want to start by showing the 7-minute "Are You Ready? Ready Business" video with testimonials on the EDEN website at www.EDEN.lsu.edu, on www.youtube.com (search "EDEN Ready Business") or available on DVD from your institution's EDEN point of contact, who is listed at www.EDEN.lsu.edu.

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Throughout this training, we'll share ideas that might help you with your plan. However, you're certainly not required to share any business information you don't want to. We can learn from each other by sharing generalities rather than specific business information. However, if at any time you don't feel comfortable with the discussion, you're welcome to not speak or even to leave the course. Let's start with introductions around the room. Please share your name, the kind of business you work with, past disasters you may have experienced and why you are here.

Ready Business

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Discussion

Why plan?

What would be an emergency or disaster to your business?

Section 2: Why Plan for Disaster?

Have participants share some reasons why they think businesses should plan for disasters. Ask them to brainstorm examples of disasters that might affect their businesses. Be sure they include both natural and man-made disasters. Provide hints on disasters ranging from floods or tornadoes to having water spill on a computer, the only delivery truck breaking down or a few key employees out with the flu. Then, ask how a business continuity plan would help in these situations.

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Why Plan?

- 40-60% of small businesses fail after a major emergency
Small Business Administration
- Declared disasters more than doubled in recent years



John Arens

A business continuity or continuity of operations plan (coop) is a simple way for your business to be prepared to recover from any kind of disaster. According to the Small Business Administration (SBA), 40% to 60% of small businesses fail following a major disaster. The number of presidentially declared disasters has more than doubled in recent years. However, many disasters don't affect a large number of people like these declared events do. In fact, fire is the leading business disaster. So planning is important for business recovery after disasters both large and small.

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Why Plan?

- Small to medium-sized businesses often are most susceptible to the long-term effects of an emergency
- Small businesses are a vital part of the U.S. economy:
 - 99% of all employers
 - 75% of net new jobs
 - 97% of all U.S. exporters



Jacinta Quesada/FEMA

Small to medium-sized business are the most vulnerable to the long-term effects of a disaster since they often don't have the capital to restart. However, according to the Small Business Administration, these small businesses are an important part of the U.S. economy. They make up:

- 99% of all employers in the United States
- About 75% of the net new jobs added to the U.S. economy
- 97% of all U.S. exporters

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Why Plan?

Preparedness enhances recovery from:
Business disruption
Financial losses
Loss of market share
Damages to capital assets, equipment or inventory



NBSU

Preparedness bolsters:
Business' security
Credibility with customers, vendors, supply chain and the community

Preparedness enhances a company's ability to recover from:

- Business disruption, such as supplier or transportation problems
- Financial losses
- Loss of market share
- Damages to capital assets, equipment or inventory

Preparedness also bolsters a business's security and credibility with employees, customers, suppliers and the community.

At this point, you may want to share an example of how one business's planning paid off. See page 17 of the **Ready Business Mentoring Guide: User Edition for a testimonial from Aeneas Internet and Telephone.**

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Indirect Effects

Potential losses though business not directly impacted or damaged:
Reduced customer base
Supply chain unable to get materials to you
Distributors or vendors unable to dispense



FEMA/Lia Roll

Even if not directly impacted or damaged, a business can be hurt indirectly when a disaster strikes customers or another business, such as a supplier or distributor that may be far away or even a seemingly unrelated businesses in your community. For example, what if you're open, but many of your customers had to evacuate from town? What if your manufacturer had a factory fire so couldn't provide you with product? What if the employees of the trucking company you contract with went on strike? What if your leading retail outlet went bankrupt and closed stores? How might your business be affected if you could not receive your supplies?

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Constraints of Preparedness

- Often businesses believe they do not have the time, work force or money
- Too much emphasis placed on dramatic, worst-case scenarios



FEMA News Photo

Businesses often believe that they do not have the time, work force or money to prepare their business for an emergency. They think it is too expensive and that they can't afford to take time out of the workday. However, by using a template, developing a plan is relatively simple. The resulting plan can help provide quick recovery from minor to major disasters.

Too much emphasis is usually placed on dramatic, worst-case scenarios, like major hurricanes, floods, tornadoes or terrorist events, as if these were the only possible disasters that could occur. But fire, which typically affects a small area, is the most common business emergency, according to the Small Business Administration. And what about a power outage or computer failure or virus? What if the water sprinklers go off by mistake or there is a fire next door that leaves smoke in your office? A business continuity plan will help you deal with these kinds of disasters, too.

The basic multihazard emergency plan does not take much time or money. Businesspeople who have completed plans with broad common-sense protective measure often say the minimal investment helps them improve some processes and gives them peace of mind so they can quickly and efficiently respond to emergencies of any kind.

This may be a good place to take a break before starting Section 3.

Ready Business

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Planning Makes Sense

Dec. 2007 Ad Council survey:

- 91% said very or somewhat important to prepare for an emergency
- Only 38% said they actually had a plan in place
- Major threats: fire, cyber attack, hurricane, winter storm, tornado, terrorist attack



FEMA, Robert Kaufman

Section 3: Planning Makes Sense

A national survey of businesses with 2 to 999 employees conducted by The Ad Council in December 2007 found:

- 91% of respondents said it is very or somewhat important for businesses to take steps to prepare for a catastrophic disaster, such as an earthquake, hurricane or terrorist attack
- However, only 38% said their company has an emergency plan in place in the event of a disaster
- 59% assessed their own business as very or somewhat prepared in the event of a disaster
- 55% of businesses surveyed said that they had taken either significant or small steps to improve emergency preparedness in the past year
- The surveyed businesses said that the most important threats for them to address are fires followed by cyber attacks and then hurricanes, winter storms, tornadoes and terrorist attacks.

This training program will help you get a draft of your business's emergency plan developed.

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Risk Assessment Survey

What are the risk levels of various disasters/emergencies to your business?

Plan ahead: Before teaching this course, talk to local emergency managers and business leaders about common disasters/emergencies for area businesses.

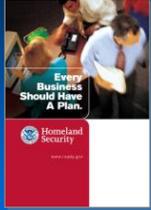
Let's talk about the possible hazards and emergencies that might affect your business. Turn to page 19 in your Ready Business Mentoring Guide: User Edition to the Risk Assessment Survey. Notice the list includes natural hazards, technological hazards, terrorism and blanks for you to add local hazards specific to your business. Though we don't have time to write out how you might reduce each risk, please take just a couple of minutes to check whether you think your business is at no, low, moderate or high risk for each of the hazards listed. When everybody's done, we'll share if you thought of hazards that weren't listed. Each of your risk-level surveys will be different, and the higher risks will be priorities as you develop your plan.

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Three Steps for Preparedness

1. **PLAN** to stay in business
2. **TALK** with your people
3. **PROTECT** your investment



Section 4: Three Steps for Preparedness

After assessing the risks of various hazards for your business, it's time to start the actual planning process. The major steps to properly prepare your business for a disaster are: plan to stay in business, talk to your people and protect your investment. In this training, you'll develop a plan that includes these three steps.

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Plan to Stay in Business

- Know potential emergencies
- Assess how your company functions
- Protect your employees, your most important assets



You should plan in advance to manage almost any emergency to keep your business in business. In the Risk Assessment Survey, you estimated the risk level of different emergencies that might affect your business. The plan you'll develop won't be specific to a flood situation or a computer failure. Instead, it will be a multihazard plan that helps prepare your business for whatever situation might arise.

By going through this planning process, you'll review how your business currently functions both internally and externally. What steps does every product go through? At what steps are things most likely to go wrong? What outside influences affect your business? By assessing your company's functions, you'll probably be able to make improvements without having to experience a disaster.

And most importantly, this plan will help you protect your employees. After all, your employees are your most valuable assets, and your business continuity plan ultimately protects them.

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Plan to Stay in Business

- Provide for evacuation or sheltering in place
- Prepare for medical emergencies, encourage first aid and CPR training
- Train on fire extinguishers



You will need to plan for the possibility of evacuation or sheltering in place. In your plan, you'll determine the evacuation warning and assembly site plus who's in charge of the steps. Sheltering in place requires a more specific site in the office, one that can provide the basic clean air, warmth, water and probably food, and restrict outside air. In addition, your company needs to determine what supplies the business will stock in the shelter-in-place location and what supplies employees are expected to keep in a portable emergency supplies kit or "to-go" bag.

Be prepared for responding to medical emergencies, whether they happen during a disaster or not. Allow staff time or encourage them to be trained in basic first aid or CPR, or to complete Community Emergency Response Team (CERT) training. Keep first aid kits well stocked and easily accessible, and make sure everyone knows where they are.

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Keep up-to-date fire extinguishers in different parts of the building, and make sure all employees know how to use them.

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Talk to Your People

- Create an emergency planning team
- Practice drills
- Encourage employees to:
 - Get an emergency supply kit
 - Make a family plan
 - Be informed of emergencies



NDSU

Rumors are always worse than the truth, so talk to your staff about the need for disaster planning and how it's being done. Communicate regularly about the plan before a disaster and especially communicate often during and after a disaster. Create an emergency planning team that includes staff from all levels of the business: managers, secretaries, laborers and maybe even customers and suppliers. This team will draft or review your disaster plan and help share it with others.

As school kids, we all had fire drills, maybe also tornado drills. Businesses need to do the same to make sure all employees can take shelter or evacuate the building quickly, no matter what the reason. Talk with your staff about other drills that will help them be prepared, then practice those. Practicing how to shelter in place is especially important.

Encourage your employees to have emergency kits at the office, in their car and at home. They should have a family emergency plan that helps them contact family members in case of a disaster, and they should be aware of potential disasters.

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Talk to Your People

- Detail how you will be in contact with employees, customers and others
- Plan for people who will require special assistance
- Understand that people may have special recovery needs



FEMA, Rob Melendez

Your disaster plan will include a list of every employee (even part-time and temporary employees) with their office, home and cell phone numbers plus another contact person and his or her phone numbers. Employees need to take some responsibility to check local situations that may affect their work, but leaders also need to take the responsibility to explain how you'll communicate with employees before, during and after a disaster. Include supplier and customer contact information in your plan so you can contact them, too.

Plan for people in your organization who will require special assistance during an emergency. This may include disabled people and others with special needs. Some staff, especially those who have experienced a disaster, may need counseling or other support after a disaster, so consider this before an event.

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Protect Your Investment

- Meet with your insurance provider to understand & review coverage
- Prepare for utility outages and disruptions



Patty Lynch/FEMA

In addition to communicating with people as one of your preparedness steps, you can take steps to protect your investment, your company’s physical assets.

Insurance policies vary. Meet with your provider at least annually to understand and review your coverage. That means actually reading and understanding the document. You certainly don’t want to have a disaster then realize you don’t have insurance coverage for it. Insurance can’t return everything back to normal, but it can help you afford to recover. A disaster plan may even qualify you for an insurance discount.

Utilities may be out or disrupted as part of a disaster – or could be the disaster itself for your business. Is power so essential to your business that you need a generator? Are computers and other highly sensitive equipment on surge protectors? Work with your utility provider to review your situation and develop a plan.

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Protect Your Investment

- Secure physical assets
- Assess your HVAC system



Robert A. Eplett/OES CA

Take steps to secure your physical assets. Are doors, files and cabinets that need to be secure locked? If you live in an area at risk of earthquakes, do you have shelves fastened to the walls so they won’t topple in a tremble?

Assess your heating/ventilation/air conditioning (HVAC) system to see if improvements could increase the chances of it withstanding or working properly during a disaster, such as a chemical leak. Have several staff trained to shut down the system or close the damper to restrict outside air intake if necessary.

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Protect Your Investment

- Protect your data and information technology systems



NDSU

Your financial, personnel and other records plus working files are probably all on computer, so protect your data and information technology systems. Ask staff to lock their workstations when they’re away from them. Password protect files that should have limited access. Back up all important programs and files, and keep them in a secure off-site location. Another copy in the damaged building won’t help, so determine an off-site location to store a backup or put them on small portable drives that can be taken wherever you go.

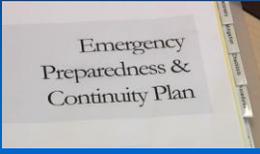
If you’ve ever had a computer crash without a backup, you know why this is important. Even “disasters” as simple as spilling coffee on your laptop or an electrical surge can cause a computer crash, but often there’s no explanation or warning. Develop a regular backup system.

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What are the Costs?

- No-cost solutions
- Cost less than \$500
- Cost more than \$500



NDSU

Section 5: What are the Costs?

All this sounds good in theory, but you're probably seeing dollar signs. However, many steps can help you plan to stay in business, talk with your people and protect your investment with little or no cost. Your minimal investment will help you reduce the cost of lost business time in the event of a disaster. We'll discuss :

- No-cost solutions
- Options that cost less than \$500
- Options that cost more than \$500

Ask participants about low-cost solutions they're already implementing. Note that the same or similar topics may be in more than one cost category because cost increases with the number of people involved or level of work. See Mentoring Guide: User Edition.

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No-cost Solutions

- Know what kinds of emergencies might affect your company.
- Meet insurance provider to review current coverage.
- Create evacuation and shelter-in-place plans, and practice them.



FEMA News Photo

For starters, your local fire department may complete a basic walk-through of your business at no charge.

Think about what disasters, both natural and man-made, internal and external, are most likely to affect your business and prioritize preparing for those. Some you might have some control over, but many you won't.

We already talked about meeting with your insurance agent. This doesn't cost a penny but should be done every year to review coverage. Also meet with your agent when your company has major changes like new or surplus equipment, more or fewer employees, or a location change or addition. Later we'll have a form that helps you walk through this process.

Create evacuation and shelter-in-place plans. How would employees leave the business place if certain access points were blocked? How would they travel if mass transit isn't available or traffic is gridlocked? Just the opposite, what if they couldn't leave during a disaster? Where would they report, and how could they be most comfortable there? We'll talk in more detail about evacuation and shelter-in-place plans later.

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No-cost Solutions

- Create an emergency contact list
- Create a list of critical business contractors
- Practice your emergency plan frequently
- Talk with your staff about the company's disaster plans



FEMA

Create an emergency contact list that includes employee home and cell numbers along with their in-case-of-emergency (ICE) contact's phone numbers.

Create a list of critical business contractors and others you will use in an emergency. This would include suppliers and distributors, even major customers. Again, a form will help you do this.

Remember grade-school fire drills? Your business should practice for fire and other disasters that are most likely to occur. See if you can follow your written plan.

Talk with your staff. No plan can be effective if the people it involves don't know about it. Two-way communication is essential before, during and after a disaster.

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No-cost Solutions

- Decide what to do if your building is unusable
- Create inventory and equipment lists
- Plan for utility service alternatives
- Promote individual and family preparedness



FEMA, Are You Ready?

Decide in advance what you will do if your building is unusable. Do you have a backup location? Can some of your staff work from home? Talk to utility providers to learn what should be done if you need to evacuate the building – for example, how to turn off gas and electricity. Or are there alternatives or backup sources so you can work from your site?

Create a list of inventory and equipment, including computer hardware, software and peripherals, for insurance purposes.

Promote family and individual preparedness. Include emergency preparedness information for both home and office during staff meetings, in newsletters, on the company intranet, in periodic employee e-mails and via other internal communication tools. Encourage employees to take part in first aid, CPR and Community Emergency Response Team (CERT) training.

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Costs Less Than \$500

- Buy fire extinguishers and smoke alarms
- Decide which emergency supplies the company can provide
- Encourage individuals to keep a workplace emergency kit



FEMA

Costs under \$500 include:

Buying fire extinguishers and smoke alarms. Fire extinguishers must be located throughout the workplace in easily accessible locations and inspected annually to make sure they're still charged. If smoke alarms are battery operated, replace the batteries every time you change clocks for Daylight Savings Time.

Decide which emergency supplies the company can provide. Inform staff, for example, that granola bars, water, a weather radio and a first aid kit is in the shelter-in-place location, but they're responsible for other supplies.

Talk to your staff about what supplies individuals might want to keep in a personal portable supply kit. For example, they may want to always have required medications with them and comfort snacks packed away, maybe even a change of clothes at the office.

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Costs Less Than \$500

- Set up a telephone call tree and password-protected Web page to communicate with employees
- Provide employees with first aid and CPR training



FEMA

Set up ways to communicate with employees when they're not at work. This may be a telephone call tree, password-protected or public page on the company Web site, e-mail alert and/or call-in voice recording to communicate with employees in an emergency.

Have some staff trained in first aid and CPR. Allow time off for the training or ask trainers to come on site.

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Costs Less Than \$500

- Use and update computer anti-virus software and firewalls.
- Back up records and critical data. Keep a copy offsite.



FEMA, Jocelyn Augustino

Use computer anti-virus software and firewalls, and update them regularly.

Back up your records and critical data. Be sure to keep a copy offsite. This may be a small portable external hard drive that can be kept in your grab-and-go kit as long as it's updated regularly.

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Costs Less Than \$500

- Attach equipment and cabinets to walls or stable equipment.
- Elevate valuable inventory and electric machinery off the floor.



Especially if you're in an earthquake-prone area, attach equipment and cabinets to walls. Place heavy or breakable objects on low shelves.

Elevate files, valuable inventory and electric machinery off the floor in case of flooding.

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Costs More Than \$500

- Consider additional insurance, such as business interruption, flood or earthquake.
- Install a generator and provide for other utility alternatives and backup options.



FEMA/Melissa Ann Janssen

Some preparedness steps probably would cost more than \$500, but could well be worth the investment. Costs more than \$500 would include:

Additional insurance, such as business interruption, flood or earthquake. Talk with your agent about the risks and options.

Purchase, install and pre-wire a generator to the building's essential electrical circuits. Provide for other utility alternatives and backup options.

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Costs More Than \$500

- Install automatic sprinkler systems, fire hoses and fire-resistant doors and walls.
- Make sure your building meets standards and codes. Consider a professional engineer to evaluate wind, fire or seismic resistance.



FEMA/John A. Spon

Install automatic sprinkler systems, fire hoses, and fire-resistant doors and walls. Again, fire is the most prevalent disaster, and nobody may be at your place of business when fire breaks out.

Make sure your building meets all local standards and codes. Check with your jurisdiction's engineers for information. To evaluate the wind, fire or seismic resistance of your building, consider hiring a professional engineer.

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Costs More Than \$500

- Upgrade your building's HVAC system to secure outdoor air intakes and increase filter efficiency.
- Consider a security professional to evaluate your emergency plan.



FEMA/John A. Spon

Make sure your building's HVAC system is working properly and well-maintained. Upgrade to secure outdoor air intakes and increase filter efficiency.

Consider hiring a security professional to evaluate and/or create your business continuity and disaster preparedness plan. However, your involvement in this Ready Business training should help you avoid this cost.

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Costs More Than \$500

- Send safety and key emergency response employees to trainings or conferences.
- Provide a large group of employees with first aid, CPR and CERT training.



FEMA/Jocelyn Augustino

Send safety and key emergency response employees to trainings or conferences. Ask them to share what they've learned with other staff.

Provide a large group of employees with first aid, CPR and Community Emergency Response Team (CERT) training. The more people who are prepared, the better.

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Discussion

What are other types of no-cost or low-cost solutions?

What are the resources in your community that can provide or enhance emergency planning?

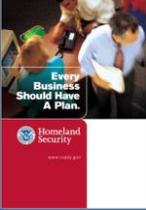
What are other no-cost or low-cost solutions you could use to further protect your employees, assets and operations?

What community resources can provide or enhance emergency planning? (i.e., Citizen Corps, Small Business Administration, Red Cross, USDA Rural Development)

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Make a Plan

- *Ready Business* provides a sample emergency plan and worksheets to guide you through developing the basic framework of an emergency plan; EDEN provides an MS Word template.
- Businesses differ in size, scope and situation; so will emergency plans.



Section 6: Make a Plan

This would be a good place for a break before jumping into work on the plan itself. Also, you might need to allow time for participants to set up computers. If they're working on their computers, make sure they have the business continuity and disaster preparedness plan MS Word document. The PDFs at

www.ready.gov/business/publications/index.html cannot be saved and updated. Some may prefer to write by hand in the *Ready Business Mentoring Guide: User Edition for the Sample Emergency Plan* beginning on page 52.

Now it's time to put this information to work by drafting a business continuity and disaster preparedness plan for your business. This MS Word document is a template from the Ready Business section of www.ready.gov. The tool provides a basic framework that you should customize to fit your business's specific needs. Try to keep the plan as simple as possible so that it can be remembered and followed in an emergency. The goal is to fill in as much of the plan as possible as it relates to your business.

Parts of this plan may be easy for you to fill out now because the information requested is data that would be "top of mind" for your business. An example would be designating a primary crisis manager and a backup manager. Other parts may be partially answered, requiring follow-up to complete. An example of this would be compiling a list of suppliers and backup contractors. Other questions may require more deliberate planning that will take place over time, such as developing and implementing a shelter-in-place plan. Just start thinking about preparedness and move forward in the process of developing a plan.

Be sure to list the person's name and title of who drafts the plan and on what date, then document each update.

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Plan to Stay in Business

- Secure primary location
- Secure alternate location
- Select crisis manager plus backups
- Select spokesperson plus backups



First, plan to stay in business. Document your current business information. If you have multiple locations, one plan should be edited to meet the needs of each location. You might want to list how to prepare this primary business location against damage. For example, if you're in a flood-prone area, how do you get supplies and people to sandbag around the building before a flood?

Your first big challenge is selecting an alternate business location in case the primary location becomes unusable. Think about locations that employees could reach to do their work -- if it's possible to work from another location. Your staff probably can't move the press to continue printing books at another location, but staff who support sales functions could work from about any place where they have cell phone and computer access. Think about collaborators in nearby but different locations, and discuss if it's possible to use that location in case of emergency -- and conversely that business could join you at your location if it's affected.

Select a primary crisis manager. Make sure that person has the ability to make decisions during a disaster, an open attitude to let others know what's going on and training to carry out this role. List a backup person and maybe even a backup to the backup, especially if some of these leaders are often gone at the same time.

Name a spokesperson to be in charge of communication to staff and to the public. If you don't have a communications person on staff, select an articulate person with an open attitude to be your spokesperson and check with local emergency management about public information officer training or have the spokesperson complete the FEMA online course titled National Incident Management System (NIMS) Public Information Systems. Again, name a backup and probably a backup to the backup, all of whom should be trained and should practice this role.

Ready Business

Slide 35

Plan to Stay in Business

- Create emergency contact list and procedures
- List most likely disasters



The image shows a sample emergency plan form titled 'Sample Emergency Plan' with the 'READY.GOV' logo. It includes sections for 'Sample Business Continuity and Disaster Preparedness Plan', 'Sample Emergency Contact Information', and 'Sample Critical Operations'.

Write down emergency contact information, including your insurance agent. You might have additional contacts to add – for example, headquarters or branch offices.

Now list what natural and man-made disasters might be most likely to affect your business. You might want to enter some emergency procedures related to specific disasters here.

Take a few minutes for participants to work on the Plan to Stay in Business portion. You might want to have soft music playing in the background so the room isn't deathly quiet while people are working and nobody's speaking.

Slide 36

Develop a Team

- Determine who will participate in emergency planning and crisis management
- Include representation from all staff
- Coordinate with neighbors and building management



The image shows a group of people sitting around a table in a meeting room, engaged in a discussion. A caption below the image reads 'Michael Raphael/FEMA'.

Create your emergency planning team. Who all should be involved in completing or reviewing this draft document? Be sure to include representation from all levels of staff. The laborers bring a different perspective than management.

Also, coordinate with neighboring businesses and building management. Consider involving representatives from neighboring businesses in your emergency planning team.

Give the class a few minutes to think about who they want on the team from their business and which neighboring businesses and building managers they will coordinate with.

Slide 37

Inventory Critical Operations

- List prioritized critical operations, staff in charge and procedures for each



The image shows a sample emergency plan form titled 'Sample Emergency Plan' with the 'READY.GOV' logo. It includes sections for 'Sample Business Continuity and Disaster Preparedness Plan', 'Sample Emergency Contact Information', and 'Sample Critical Operations'.

This step requires some time and effort, but list every critical operation carried out by your business. First, define what is meant by “critical.” What’s essential for the business to function? To carry out its business? Then in the table, write each step of the critical operations, who’s in charge of that procedure and what that person needs to do to prepare for or recover from a disaster for that procedure. After spending some time listing these operations, prioritize them.

Slide 38

Suppliers, Contractors, Vendors

For primary and secondary suppliers, contractors and vendors, list:

- Company name
- Contact name
- Account number
- Street address
- City, state, ZIP code
- Phone, fax, e-mail
- Materials/service provided



The image shows two people sitting at a table, looking at documents. A caption below the image reads 'FEMA News Photo'.

In some disasters, your business may be up and running, but suppliers can't provide you with materials. Or your business requires a contractor to complete part of the work, and your regular contractor is out of commission. Or your vendors for some reason can no longer sell your product. Create a list that has detailed information about each of your primary suppliers, contractors and vendors plus backups to each.

Ready Business

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Evacuation Plan

- Establish what employees should do if they need to leave the workplace quickly
 - Is there a warning system?
 - Where is the assembly site?
 - Who will shut down the business?
 - Who will issue the all clear to return to work?



Cynthia Hunter/FEMA

In some disasters, the business site must be evacuated. Think about what disasters might cause this for your location. Hurricane? Flood? Tornado? Terrorist attack? Nuclear dispersion?

Establish what employees should do if they should need to leave the workplace quickly. Is there a warning system? How is the system tested, and how often?

If employees are to meet rather than go home, where is the assembly site? Assign one staff person to be the assembly manager, and have an alternate. Define what that person's responsibilities will include. Top on the list probably is to make sure all employees are safely out of the building. That means the assembly manager should have a list of employees and contact with someone who knows who is and isn't working each day.

If equipment must be shut down for an evacuation, who will shut down the business? Assign a shut-down manager and alternate, and define their responsibilities.

After the evacuation is over, who will issue the all clear to return to work? If employees are dispersed, your communication plan needs to tell staff how and when to return to work.

Slide
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Evacuation Plan

- Collaborate with neighboring businesses & building owners
- Post evacuation routes in clear view of workplace
 - Ensure building exits are clearly marked
 - Practice the plan, practice evacuation procedures several times a year



Work with neighboring businesses to make sure evacuation plans are appropriate when multiple businesses in the area have to leave. Are multiple evacuation routes available? Can the routes handle all the people from one area?

Meet with building owners or managers about possible evacuation. When are they involved in the decision to evacuate? How are they involved in the shut-down process? Collaborating with neighboring businesses and building owners should reduce confusion or gridlock.

To help make sure staff can easily exit the building, even in poor circumstances, post evacuation routes within the building and provide site maps. Make sure building exits are clearly marked. Have your staff practice evacuation procedures several times a year, if not monthly.

Ready Business

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Shelter-in-Place Plan

- Establish shelter-in-place procedure to include:
 - Warning system
 - Shelter-in-place location
 - Seal-the-room location
 - Who shuts down the business
 - Who issues the all clear to return to work



With some hazardous materials leaks, blizzards and other disasters, staff may have to stay at the business rather than evacuate. They may have to simply stay in the building, or they may have to seal ventilation locations and air leaks to keep contaminated air out. Write out specific shelter-in-place procedures. How will staff be notified to shelter in place? Who will be the shelter manager? The shut-down manager? The person to give the all clear?

Where will employees go in a seal-the-room situation? Is that room supplied for staff to stay there for a time? Think beyond water and food. What activities and comforts can be stored to keep staff from going crazy?

As in evacuation, who will shut down the business, and who will issue the all clear to return to work?

Slide
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Shelter-in-Place Plan

- Practice sheltering in place several times a year
- Tell employees which supplies the company will provide in the shelter
- Encourage employees to have workplace emergency supply kits



FEMA

As with other plans, practice sheltering in place several times a year with your staff. Think about what supplies your staff will need for even a day's stay in an office location. Which emergency supplies will your company keep in the shelter location, and which should individuals keep in their workplace emergency supply kit? For example, staff with medication requirements should always keep a small supply with them.

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Emergency Supply Kit

- Water
- Food
- Battery-powered radio and extra batteries
- Flashlight and extra batteries
- First aid kit
- Whistle to signal for help



NDSU

- Recommended emergency supplies include:
- Water -- amounts for portable kits vary. Individuals should determine what amount they are able to both store comfortably and transport to other locations. If it is feasible, store one gallon of water per person per day for drinking and sanitation.
 - Food -- a three-day supply of nonperishable food is recommended
 - Battery-powered radio and extra batteries, or crank style
 - Flashlight and extra batteries, or crank style
 - First aid kit
 - Whistle to signal for help

Ready Business

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Emergency Supply Kit

- Dust or filter masks
- Moist towelettes for sanitation
- Wrench or pliers to turn off utilities
- Can opener for food
- Plastic sheeting and duct tape to seal
- Garbage bags and plastic ties for personal sanitation



Also:

- Dust or filter masks, which are readily available in hardware stores and rated based on how small of particle they filter
- Moist towelettes for sanitation
- Wrench or pliers to turn off utilities
- Can opener for food (if kit contains canned food)
- Plastic sheeting and duct tape to seal the room if instructed to do this
- Garbage bags and plastic ties for personal sanitation

Slide 45

Employee Communications

- Who will communicate emergency plans to employees? How?
- In a disaster, how will you communicate with employees?
- Create a list of emergency numbers for all employees
- Encourage family communication plans



With this plan drafted, how will the information be communicated to employees before a disaster? Repeat the information multiple times with in-person meetings, e-mails, newsletters and other avenues. Designate multiple people to share the plans with various staff at all levels.

If disaster strikes, what methods will be used to communicate with employees? Later in this plan, you'll create a list of staff emergency contact information, but are staff responsible for checking the Web, phoning in or listening to the radio rather than waiting for a call? Make sure this list is available off site and to multiple people.

Encourage employees to develop family communication plans. This plan should include an out-of-state contact each family member should check in with in case of a disaster and where family members should meet in case they are separated or not together during the emergency. Encourage families to create contact cards with information for each family member and for each member to carry the card.

Slide 46

Cybersecurity

- What are the steps you are taking to protect your computer hardware?
- What are the steps you are taking to protect your computer software?



Computer records are important assets that must be protected not only during an emergency but actually every day. How are you protecting your hardware? Are computers up off the floor, especially in flood-prone areas? Are computers away from chemicals, windows and other potentially damaging situations?

For software, does everyone in your business use and regularly update anti-virus software? Do staff log out when they walk away from their computers?

Ready Business

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Records Backup

- Who is responsible for backing up critical records, including payroll and accounting systems?
- Are backup records, site maps, insurance policies, bank account records and other essential information stored onsite and offsite?



The image shows a 'Computer Inventory Form' with a table for recording equipment details. The table has columns for 'Equipment ID', 'Make', 'Model', 'Serial No.', 'Date Acquired', and 'Cost'. There are several rows for data entry.

A computer crash may have no known cause, but if you've had it happen to your computer, you know what a disaster the crash causes. Backing up your computer data regularly is essential for a small business. Decide who backs up organizational records, using what system and how often. Are they backed up to an off-site location or on a portable hard drive that's taken off site each time all staff leave the office? Do these backups include all the essential records your company would need to get up and running again?

Slide
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Computer Inventory

- Know the computer hardware you own or lease
- Know the capacity of your IT system
- Document the model, serial number, date of purchase and cost for insurance records



The image shows a 'Computer Inventory Form' with a table for recording equipment details. The table has columns for 'Equipment ID', 'Make', 'Model', 'Serial No.', 'Date Acquired', and 'Cost'. There are several rows for data entry.

Your computers are some of the most important equipment your company has, so inventory them as you do other equipment. Include details that will make possible replacement easier, and document who provides your computer service, including contact name, phone numbers and e-mail addresses.

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Insurance Coverage

- Review types of insurance, coverage, deductibles, policy limits
- Record policy numbers
- Are there measures or additional insurance required to keep you open for business in the event of an emergency?



The image shows an 'Insurance Discussion Form' with a table for recording policy information. The table has columns for 'Policy No.', 'Type of Insurance', 'Coverage', 'Deductible', and 'Policy Limits'. There are several rows for data entry.

For insurance, include contact information for your insurance agent. Document the type of insurance you have, policy numbers, deductibles, policy limits and a short description of your coverage. Things change, so review the policy with your agent at least every year. Ask if you need insurance to cover floods, earthquakes or specific business-related losses.

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Annual Review

- Mark a date each year to review and update your plan .
- Practice the plan several times a year.
- Incorporate key messages in new employee orientation.
- Encourage employees to prepare themselves & their families by getting a home emergency supply kit, creating a family emergency plan and staying informed.

You're almost done with this draft of your business continuity and disaster preparedness plan. However, you're never really "done." This document must be updated when situations change or at least annually. Mark a date each year you will review and update your plan. Have others review it. At the top of the document, list when the update was completed and by whom.

Also, practice the plan several times a year. Your plan might sound great on paper, but walking through a situation will show you what changes need to be made.

Incorporate key messages into new employee orientation. New staff need to know about your business's disaster preparedness and recovery plans as soon as they come on board. You don't want somebody to be injured because he or she hadn't received the information yet.

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Encourage employees to take steps to prepare themselves and their families for an emergency by getting a home emergency supply kit, creating a family emergency plan and staying informed about the types of emergencies that can happen in their area.

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Resources for Employers

- **Ready Business**
Download at www.ready.gov
Order from
1-800-BE-READY
- **Extension Disaster Education Network (EDEN)**
Download at
www.EDEN.lsu.edu

For more resources on how to develop your business continuity and disaster preparedness plan, go to the Ready Business website at www.ready.gov, where you'll find forms, worksheets, checklists and publications, or call 800-BE-READY to order materials.

For access to the MS Word document, this PowerPoint and other resources used in today's training, go to the national Extension Disaster Education Network (EDEN) website at www.EDEN.lsu.edu.

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Resources for Employees

- **Ready America**
Resources to encourage employees and their families to prepare
www.ready.gov
800-BE-READY

Many resources also are available to help your employees as they prepare their families and homes. At www.ready.gov, they'll find forms, worksheets, checklists and publications for personal preparedness. Some are available to order by phone at 800-BE-READY.

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Get Prepared and Involved

- Share your plan and procedures with employees, customers and others; encourage them to prepare
- Spread the word among your industry, vendors, supply chain, professional associations and customers
- Become a National Preparedness Month Coalition member

Your business continuity and disaster preparedness plan shouldn't be a secret. Share it – with employees, customers, suppliers, contractors, vendors, neighboring and other community businesses, and others. Even if you don't share your entire plan, spread the word among your industry about how your plan provides peace of mind without too much time and effort invested, and encourage them to prepare.

Become a member of the National Preparedness Month Coalition. Before and during September, share the ready-to-use information at www.ready.gov or www.EDEN.lsu.edu.

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Your Feedback

Please complete the evaluation for in-person course participants:

<http://bit.ly/ReadyBusiness>

Your feedback will help with the continual improvement of this Ready Business course. Please go to the URL provided and give your anonymous evaluation.

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Ready Business:

Developing a Business Continuity and Disaster Preparedness Plan for Your Business



This training has helped you start the process of developing your business continuity and disaster preparedness plan. However, it is just a beginning. Share your draft with others to get input, share with all employees when it's done, and review and update it at least annually. With minimal investment of time and money, your plan will give you the peace of mind that your business could recover quicker and better if disaster strikes.