

Disaster Recovery & Resiliency Workbook



Produced



With funds from



Abstract

TITLE

Disaster Recovery & Resiliency Workbook 2020 Full Revision

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ABSTRACT

This workbook provides an outline of a Disaster Recovery and Resiliency Plan with a purpose of business retention for any business or organization

WEBSITE

For further guidance and downloadable appendices, please visit our website:

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 - C. TEAM RESPONSIBILITIES
2. BUSINESS CONTINUITY/RELOCATION STRATEGY
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4. ESTABLISHMENT OF COMMUNICATION CHANNELS
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- M. Emergency Services Contact Sheet
- N. Routine Check-up Form
- O. TeleHealth Information Sheet
- P. Jackson County Health Department Guidance for Employers
- Q. JCHD Interim Business Reopening Checklist
- R. JCHD Survive and Thrive Guide
- S. Situation Report Template
- T. Active Shooter Emergency Action Plan Guide
- U. Active Shooter Emergency Action Plan Template
- V. Business Recovery Timeline Template
- W. TOWS Analysis

Available for print at _____

SOURCES.

Appendices:

Data Backup and Recovery: <https://security.ufl.edu/resources/backup-and-recovery-template/>

Vendor Comparison: <https://templates.office.com/en-us/supplier-list-legal-size-tm06082725>

Business Impact Assessment: <https://smartsheet.com>

Damage Assessment Form: <https://www.readyrating.org/Resource-Center/Emergency-Planning/damage-assessment-form-sample>

Introduction

Welcome to the Disaster Recovery & Resiliency Planning Workbook; a proactive approach to planning for disasters.

Minimization of issues and maintaining profits is what comes of being proactive. Reacting to a disaster is better handled when the groundwork has been laid to execute appropriately. Developing a plan of action can be difficult during a disaster. Instead of dreading potential disasters, you can come back to this workbook pre-disaster, during a disaster, and post-disaster.

This is a workbook created to serve as a guided outline to help you and your business prepare for, respond to, and react to various disasters. The workbook is designed to help you plan your own resiliency plan that best fits your business in the event of a disaster.

During the SWOT Analysis in support of the development of the Comprehensive Economic Development Strategy (CEDS) a weakness was identified. That weakness is a lack of economic resiliency in Southern Illinois. The Greater Egypt region has a significant reliance on government funded jobs, large employers, and is often impacted by natural disasters such as flooding and storms. Other threats such as pandemics could have a crippling effect on the districts economy.

Continued efforts to diversify the economy, plan for responding to disasters and pandemics, and implementing plans for hazard mitigation will lessen the reliance on government jobs, large employers, and reduce the impacts from natural disasters and pandemics. The workbook is one part of the disaster recovery and resiliency economic development plan, focused on pandemic recovery and resiliency, and consistent with the approved CEDS.

Utilize this workbook to prepare and build resiliency in support of the goal to increase the Greater Egypt District's total labor force from 103,194 to 108,000 by 2025 using the strategy of retaining and expanding existing businesses.

Background

Building resilience to disasters, known and unknown, can be challenging for any business. Resiliency focuses on businesses positioning themselves to protect their resources, their brand equity, and their staff from threats. Resiliency builds upon the ideas of preparedness and recovery by focusing on how businesses can maintain some form of operations in the face of unexpected disasters. Preparedness and recovery planning are critical to maintaining business functions before, during, and following, an incident through mitigation and response actions. [Greater Egypt Regional Planning and Development Commission*](http://greateregypt.org/) (Greater Egypt) developed this workbook to help businesses develop and organize their resiliency plan.

During the resiliency phase of a major disaster, the focus should be on both Emergency Support Functions and Recovery Support Functions. The content of this workbook focuses on the following 7 core mission areas:

1. Identifying and Assessing Needs
2. Identifying and Assessing Risks
3. Identifying Strengths
4. Planning to Deliver Capabilities
5. Maintaining Profitability
6. Ensuring Health of Stakeholders
7. Reviewing and Updating

Comprehensive resiliency and recovery plans and processes work to turn a disaster into an opportunity to enhance resiliency and determine how a business could be more efficient and cost-effective by evaluation, reassessment and revision.

* Hyperlink address: <http://greateregypt.org/>

Overview

The following are potential roles of this Workbook regarding resiliency and recovery, predicated on effective implementation of the Resiliency Plan:

- Support the planning process including emerging and/or persistent needs.
- Ensure businesses are connected with recovery assistance programs.
- Contribute to community-wide resiliency and recovery planning.
- Advocate for the needs of business resiliency planning in the Greater Egypt District.
- Make available opportunity for collaboration with various organizations
- Act as an interface for technical assistance, information sharing, and available resources in the area.

Periodically reviewing and updating the downloadable documents in the appendix is important to being effective in your disaster resiliency. It is also recommended that you communicate this plan and any changes made to the plan with key staff members so execution of any action will be carried out without any confusion.

This Workbook provides templates for assessment of your organization (e.g., damage assessment and needs assessment), a sample Emergency Action Plan, and sample pre-disaster plans that can be modified into disaster-specific plans. Downloadable versions of the documents found in the appendices of the workbook can be found at our website: _____

DISCLAIMER: Businesses are not required to use this Resiliency Workbook including the templates for assessments, contact numbers, etc. The templates and samples may be modified to fit your specific organization (some sections may not be applicable to all organizations). This workbook and its contents are designed to provide your organization with options. We hope that this Workbook can help organizations develop or improve upon plans that are appropriate for their organization.

For more information, visit <https://greateregypt.org/> or contact our team via email at:

rayefields@greateregypt.org

Recovery Procedure Template



Be Proactive

Proactive measures an organization should take *before* a disaster

Welcome to the first page of your disaster plan guide. There are three sections to this workbook:

1. Be Proactive
2. Be Reactive
3. Reflective Reassessment

The first section, 'Be Proactive', will help you to prepare a disaster plan. A disaster plan is a recorded process that is designed to assist an organization in executing recovery procedures in response to a disaster. The purpose of this plan is to have a consistent plan of action before, during, and after a disaster. The following section 'Be Proactive', is the longest section in the workbook. This section will help to develop your plan, top to bottom, while the following sections, 'Be Reactive' and 'Reflective Reassessment', are a call to action.

This is designed for you and your business in case of an emergency:

Emergency Action Plan Template

Section 1: Plan goals

- To minimize interruptions to normal operations
- To limit the extent of disruption and damage
- To minimize the economic impact of the interruption
- To establish alternative means of operation in advance
- To train personnel with emergency procedures

Section 2: Disaster recovery procedures

- Emergency Response Procedures: to document the appropriate emergency response to a fire, natural disaster, or any other activity in order to protect lives and limit damage
- Backup Operations Procedures: to ensure the essential data processing operational tasks can be conducted after the disruption
- Recover Actions Procedures: to facilitate the rapid restoration of a business operation following a disaster.

Section 3: Communications plan:

- Identify person(s) responsible for making notifications to staff, vendors, customers, and other important parties. Determine the various means of communication with your employees, customers, and critical business constituents. Keep a list of 24-hour emergency numbers for all your employees, and develop a call tree to keep employees informed.

Section 4: Information services backup procedures:

- Back-up files daily/weekly/monthly.
- All saved media is stored off-site at _____ (location).
- It is recommended that all personal computers be backed up. Copies of the personal computer files should be uploaded to the server on _____ (date) at _____ (time), just before a complete save of the system is done. It is then saved with the normal system save procedure. This provides for a more secure backup of personal computer-related systems where a local area disaster could wipe out important personal computer systems.

Section 5: Time table to restoration of normalcy:

- Evaluate the time and duration for this arrangement and when systems will be back to normal. Keep clients/vendors informed and give them those estimates and keep them posted.

Section 6: Testing the disaster recovery plans:

- In successful contingency planning, it is important to test and evaluate the plan regularly. Keep your plan current. Keep records of changes to your plan, contact lists, backup schedules and procedures.

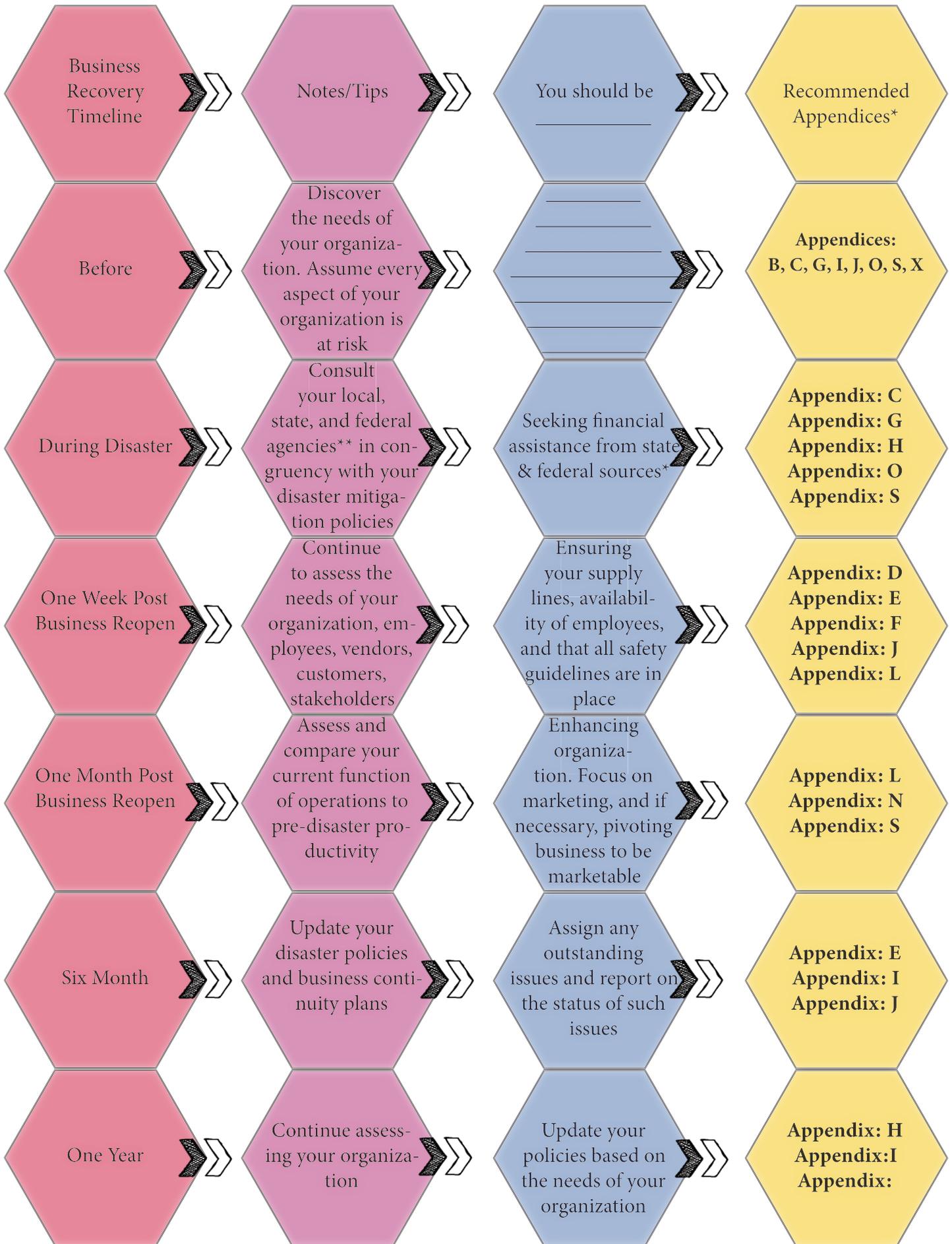
The purpose of these pages is to give you step by step guidance on what steps you should take. It is crucial that your business is able to be up and running again as soon as possible after shut down.

Below is a recovery timeline, as well as an example of the recovery timeline chart that can be found under **Appendix W**

The Capacity Worksheet on the following page allows you project what you might need and how long it would take to recover to full capacity. Communication to customers and suppliers the duration of your opening/closures is key to adding resiliency to your business. This is also important for estimating the monetary loss of not being open so you can prepare financially and mentally.

If your business had to shut down for _____ amount of time, how fast would you be able to be back up and running after a **pandemic**?

Length of time	Tools	Open
1 week post shut down	Immediately I need: A new space for operations, workers returning	Core Mechanics: HR/Admin,
2 weeks post shut down		
4 weeks post shut down		
Complete Restart		



*See website _____ for printouts

** Greater Egypt Regional Planning and Development Commission: greateregypt.org

Human Resources

Optimal Employee Range: The number of employees needed to operate your business.

Cross Training: Training employees across skill sets to perform at more than what that individual may have been hired for to mitigate through absence due to illness and/or quarantine.

What is your employee range?

How many employees do you need to operate your business? _____

Can you utilize a staffing company as a back up pool of workers?

Yes No

Could you hire back recent retirees on a short term basis? Don't think about full time only, part-time hire-backs can be valuable.

Yes No

Is cross training employees an option for you?

Yes No

Alternative shift schedules:

If working home isn't an option, alternative shift schedules of the standard scheduling may be a possibility. This results in fewer employees in a space at a given time, which could help limit an individual's exposure to illnesses in general. Such arrangements could also be beneficial to working parents in the case of a school closure (Example, one group of workers come in Sunday, Tuesday, Wednesday-12 hour shifts and another group of workers come in Monday, Thursday, Friday-12 hour shifts with alternating Saturdays).

Does your organization have a work from home policy addressing the following items:

The tools needed to work at home and how the business will address needs of each employee?

Yes No

Defined alert levels?

Yes No

Restrictions and guidelines for matters such as travel?

Yes No

Communications internally and externally?

Yes No

Local, State, and Federal laws applicable to at-home work?

Yes No

Monetary considerations for employees asked to leave the job due to reductions caused by disaster?

Yes No

Pay benefits for employees forced to stay at home and care for family members?

Yes No

Does your organization update the contact list for employees quarterly?

Yes No

Does your organization invest in training to build a culture of teamwork within your organization?

Yes No

Has your organization evaluated the strengths and weaknesses amongst employees?*

Yes No

Do multiple employees have the skills needed to perform multiple essential tasks of the organization?

Yes No

Cross training or upskilling employees is beneficial because cross trained employees can fill in when others are on vacation, sick leave, or leave unexpectedly, to keep business moving. How can you incorporate cross training into your business?

Based on the questions in this section, list the Human Resource needs/wants of your organization

*This can impact ability and capacity to work remote

Communication Channels

Is there a plan in place for employees to communicate effectively in times of disaster?

Yes No

Are multiple channels in place to communicate to customers/clients, regional offices, supply chain/service providers, board of directors, etc.?

Yes No

Do you have a social media strategy active on more than one platform?

Yes No

Are passwords known and securely stored in multiple locations for all platforms and programs?

Yes No

Can staff work from home with the given communication channels?

Yes No

Based on the questions above, list the Communication Channel needs/wants specific to your organization.

Health, Safety, & Building a Resilient Team

Does your organization follow the guidelines of leading global, federal, state, and local authorities (e.g., WHO, CDC)?

Yes No

Inventory health and sanitation products. Are there health and sanitation products readily available for all employees?

Yes No

Does your organization host vaccine clinics to build resilience amongst staff?

Yes No

Does your organization provide health insurance?

Yes No

Is there a TeleMed option?*

Yes No

Does your organization provide gym access or discounts to local gyms in the area?

Yes No

Does your organization host CPR Training?

Yes No

Does your organization teach staff proper use and location of Personal Protective Equipment (PPE)?

Yes No

Ensure that there are enough health and sanitation products for employees and customers to endure a long-term disaster (at least 6 months).

Based on the questions just answered, list the needs/wants of your organization in the box below

Building a resilient staff
and ensuring adequate supplies

***TeleMed:** TeleMed, short for Telemedicine, is the distribution of health-related services and information via electronic information and telecommunication technologies. It allows for long-distance patient and clinician contact, care, advice, reminders, education, intervention, monitoring, and remote admissions. For a TeleMed distribution sheet, refer to **Appendices O**.

Information Technology (IT)

Do you have cybersecurity in place?

Yes No

If yes, is it updated periodically?

Yes No

Does your organization have a forwarding number in case the organization phones are disabled?

Yes No

If changes are made to the production systems, business processes, etc., are recovery systems and policies being updated accordingly and periodically?

Yes No

Do you have a plan developed to address both short and long term power outages?

Yes No

If you use generators, do you periodically test and conduct continued maintenance of generators?

Yes No

Is the load capacity of the generator (e.g., length of time, useful life, level of power supplied) documented? If so, where?

Yes No

Is your data backed up (e.g., documents, operating systems, applications, utility programs, databases, other critical software, employee contacts, vendor contacts, etc.)?

Yes No

If yes, how is it backed up (network servers, external hard drives, cloud environment, mirrored off-site)?

Facilities Systems Status

Incident Name:	Time Completed: Date: From _____ to _____	
Name of Department/Unit reporting status:		Contact Number:
System	Status	Comments: If not fully functional give; location, reason, and estimated time, and necessary resources for repair. Identify who reported or inspected.
Power	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Lighting	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Water	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Sewage / Toilets	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Telephones	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
IT systems	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Remarks (cracked walls, broken glass, falling light fixtures. Ect.)		
<div style="display: flex; justify-content: space-between;"> Prepared by PRINT NAME _____ FACILITY _____ </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> SIGNATURE _____ DATE/TIME _____ </div>		

Supply Chain

Has your organization documented the operational approach with its suppliers during a disaster?

Yes No

Do you have a back-up or secondary supplier?

Yes No

What suppliers are critical to maintain operations?

Have alternate suppliers been identified and contacted?

Yes No

If your organization exports goods and/or services, have alternate shipping methods been identified and contacted?

Yes No

Has your organization established a key customers and suppliers liability document in case of a shortage?

Yes No

Has your organization developed plans for surge buying before, during and after a disaster?

Yes No

Determine what goods, services, and shipping methods may be impacted by a disaster.

Evaluate your organization's supply and distribution chain by completing a vendor's list and customers list quarterly (need assistance? See **Appendix D**)

Based on the questions above, list the supply chain needs/wants of your organization in the box below

Company Specific Recovery Needs

Recovery Procedure: The process that allows a business to resume normal operating status.

Has your organization documented a Potential Recovery Procedure for a disaster situation?

Yes No

Take a look at page 27. It's a step-by-step example of a recovery procedure template. Based off of the template, what are steps are needed by your organization? Based on these questions, make note of recovery procedures in need of improvement in the box below.

Need help? See **Appendices B & K** for assistance in taking steps towards creating your own recovery procedures.

Recovery Procedure Template



Human Resources

Communicate with personnel policy changes and updates to guidelines issued by local, state, federal, and international agencies. Create policy changes as needed.

Utilize the box below to list the Human Resource needs/ wants of your organization

Finances

Make note of current financials. Where are your strengths, where are your weaknesses? If disaster strikes, do you have contingency funds? What is your plan if your business needs to close temporarily?

Reactive

Reactive measures an organization should take *during* a disaster.

By now you will have created a disaster plan. The disaster plan, along iwth the referenced appendices, are going to be your references during a disaster. This will be essential when it comes to reacting to a disaster. When you react, you want to be sure that you're reacting with intent.

The following section 'Reactive' is about initiating your disaster plan immedicately following the aftermath of a disaster (e.g., reporting the emergency, initiating emergency communication, and requesting external aid).

Administration

Activate Disaster Plan

- In the Proactive section of this workbook you will have had the chance to work on an active disaster plan.

Monitor the Health and Wellbeing of Employees

- Be sure that you are aware of their healthcare options. Resend a copy of relevant health care options via email so that they are reminded what resources they have to stay healthy if they get sick. See **Appendix O** for the TeleHealth Sheet if applicable.

Follow announcements as reported by local, state, federal, and international health agencies.

- Ensure your business is following announcements as they come out; and communicate that you are following these guidelines.
- Be vocal about following the announcements and changing your policies to fit any new policies.
- Being proactive and show clients that you are following guidelines. This will increase the trust your clients have in your business.

Align policies with guidelines as reported by local, state, federal, and international health agencies.

- This could be something as simple as increasing the number of times you need to clean surfaces to as difficult as closing your business at an earlier time to allow for certain age or at risk groups to utilize your business, as well as cleaning.

Does your organization have situation report templates to monitor organizational and employee behavior? **Appendix S**

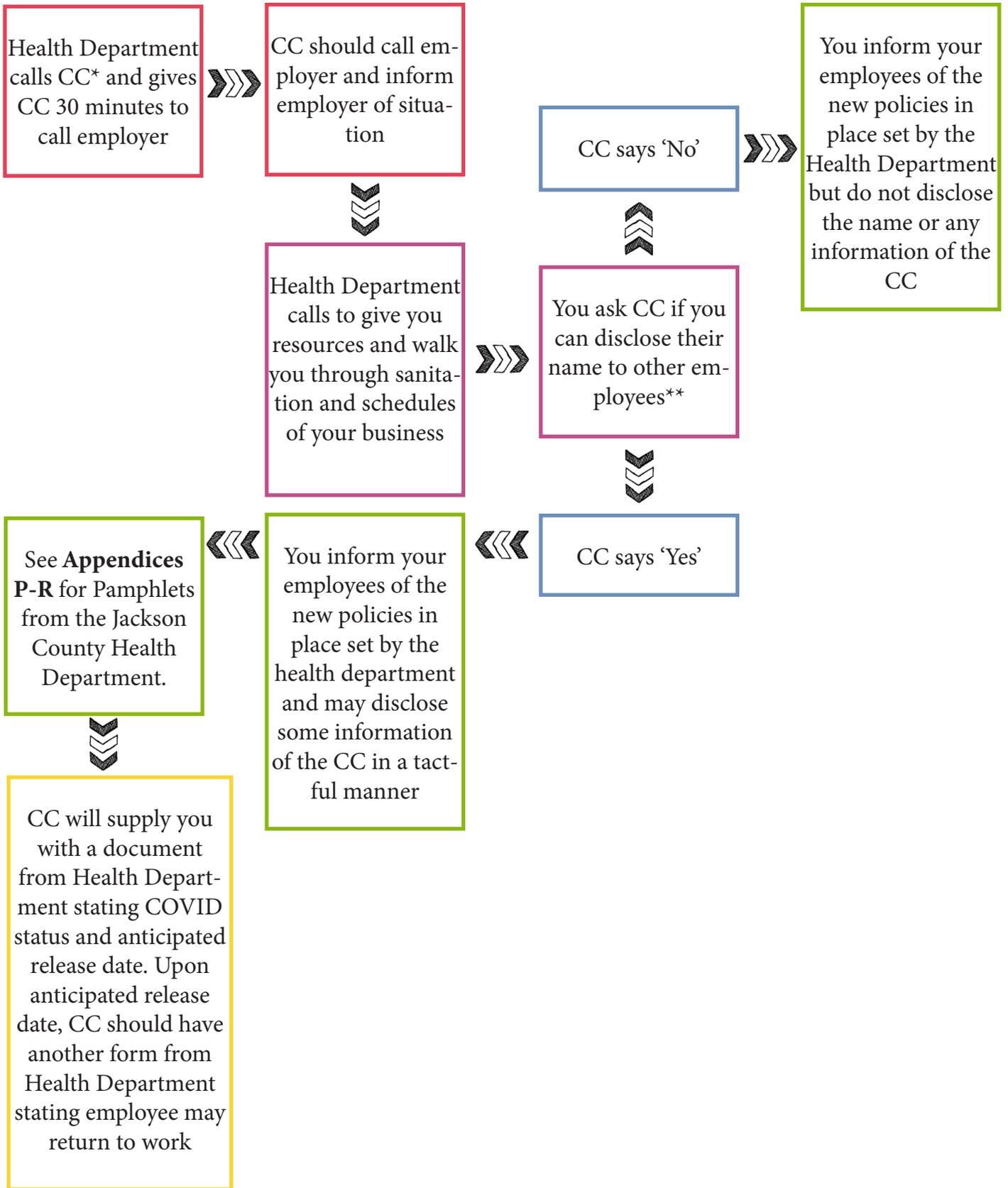
Yes No

Evaluate damage to your business by completing a Damage Assessment. Need assistance? See **Appendix G**.

The following page contains an example of what can be sent to employees as well as what can be considered a printable for you and your employees to use during a disaster.

COVID Flow chart:

What to do if the health department calls you about contact tracing



*Covid Contact Traced Individual
** This allows you to be transparent

COVID Specific Help

When Health Department calls, get needed permissions

Consider the public relations ramifications. How you handle this publicly will show your customers whether or not you value them and your employees.

Ask the affected employee if you can disclose their name and that they were contact traced to the staff in order to mitigate panic. If they say no, omit their name when notifying staff of the situation and outlining protocols. Be respectful of privacy.



Payment:
Paying your employee on leave is going to be important. If the employee is salary then pay them as though they were working a full week. If the employee is on another form of income, adjust accordingly. Hours taken for COVID sick leave should be coded different to make sure that it does not affect the individual's other paid leave, tracking this pay expense separately may have some tax benefits.

- Do NOT:**
- Stay open directly after a contact tracing call.
 - Hide how and how often the location is being cleaned.
 - Avoid communicating with the public
 - Allow individuals or parties to place others at risk by not following the local, state, and business guidelines put in place for the safety of others.

- DO:**
- Inform your employees and customers of steps you are taking to make your business a clean and safe environment.
 - Place sanitizer in open, easily accessible, and high traffic areas.
 - Make posts that show how the business is responding to the crisis. The safer people feel, the more likely they will be to visit and share their experiences with their friends.



Consult with your accountant or check with legal council

“The psychological impact of this pandemic will stay with people long after it is resolved. You must communicate cleanliness and safety to your community's guests at every point of their visit to inspire confidence and build return customers”

-Julie Glover, Economic Development and COVID-19

Information Technology

Make sure you are monitoring organizational files and data to ensure its safety and accessibility

Based on the information above, list the IT needs/wants of your organization at this stage of the crisis/disaster.

Finances

Monitor the organization's cash flow and expenditures daily.

Make policy changes based on your reports

Based on the information above list Finance needs/wants of your organization.

Reflective Reassessment

Measures to be taken *after* a disaster.

As implied by the name, 'Reflective Reassessment' calls for you to sit and assess the consequences of your plan and what could be changed. The following section should help you to conduct an assessment of the situation, risks, and impacts of the event on your organization, your employees, your customer, and your support base.

Administration

Debrief and evaluate Disaster Team processes.
Were the processes efficient and effective?

Yes

No

Create policy changes based on what you've learned during the disaster

Assign outstanding issues and set date for follow up

Based on the information above list the resource needs/wants of your organization in the box below.

Business Continuity

Update Disaster Plan and Business Continuity processes.

Based on the information above list the Business Continuity Resource needs/wants of your organization in the box below.

Create policy changes based on what you have learned during the disaster

Human Resources

Issue guidance provided by public health authorities. Communicate with personnel, suppliers, and customers. In the space provided below make note of public health authorities that were responsive and most reliable. In case of another similar emergency, look to them first.

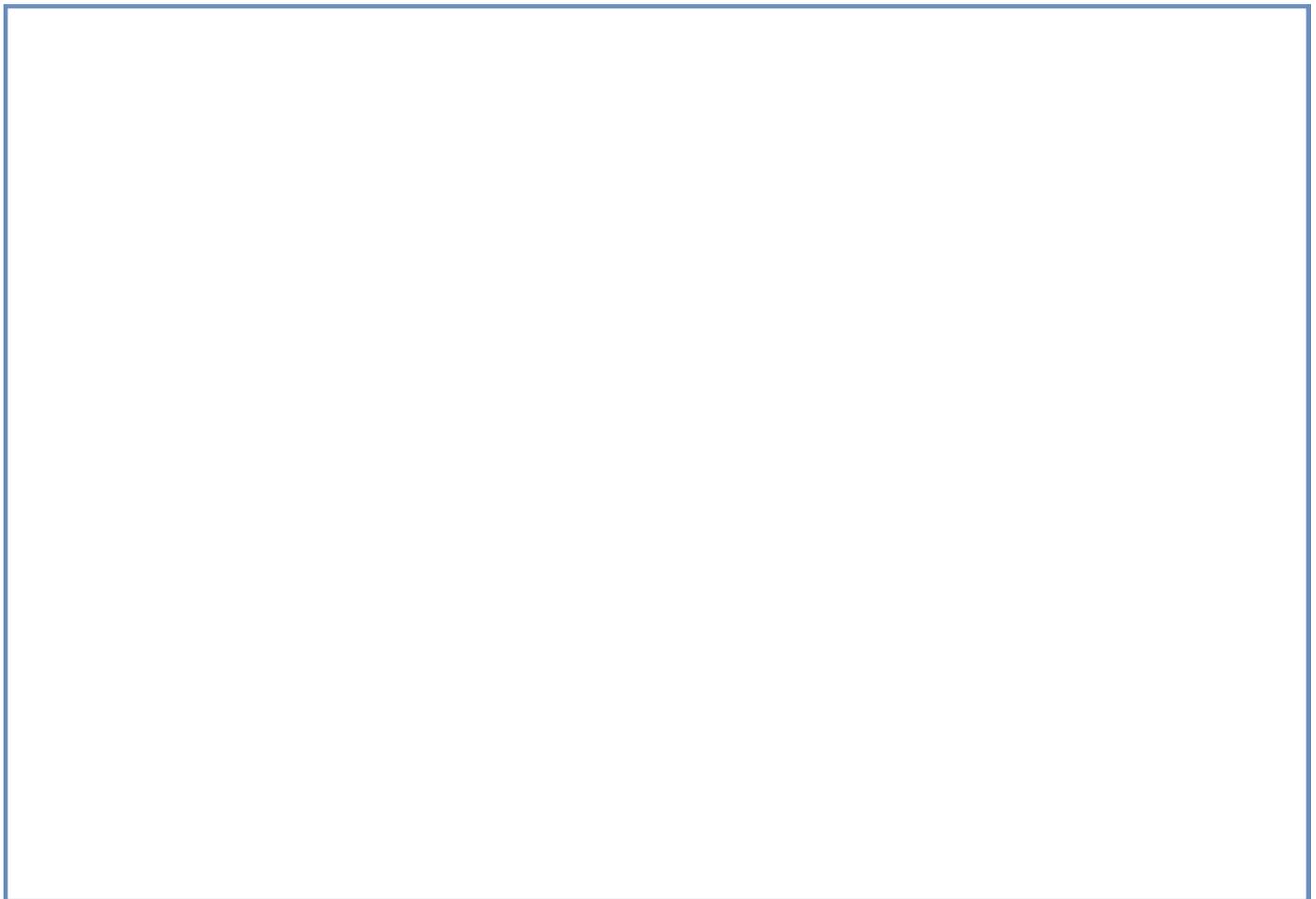
Information Technology

Finances

Review cash flow and expenditures. Compare this data to pre and during disaster financials. Utilize the box below to list the financial achievements and deficiencies of your organization.



List ways you could avoid deficiencies should another disaster occur.



Appendices

References from throughout the workbook
Downloadable version online at
greateregypt.org

Facilities Systems Status Sheet

Incident Name:	Time Completed: Date: From _____ to _____	
Name of Department/Unit reporting status:		Contact Number:
System	Status	Comments: If not fully functional give; location, reason, and estimated time, and necessary resources for repair. Identify who reported or inspected.
Power	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Lighting	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Water	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Sewage / Toilets	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Telephones	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
IT systems	<input type="checkbox"/> Fully functional <input type="checkbox"/> Partially functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	
Remarks (cracked walls, broken glass, falling light fixtures. Ect.)		
<div style="display: flex; justify-content: space-between;"> Prepared by PRINT NAME _____ FACILITY _____ </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> SIGNATURE _____ DATE/TIME _____ </div>		

Checklist for Assessing Damage to Work Areas

The following checklist is designed to assist in documenting losses incurred as a result of the recent crisis. Please add items to this list as appropriate.

Building _____ Room _____ Inspected By _____ Date _____

Category	Condition	Priority
Health and Safety		
• PPE		
• Sanitizer		
• Thermometer		
• Face masks		
• Eye protectants		
• Other		
• Other		
Electrical Equipment		
• Computers		
• Printers		
• Monitors		
• Copiers		
• Other		
• Other		
• Other		

Communications		
• Telephones		
• Cellular Phones		
• Two-way Radios		
• Fax Machines		
• Other		

Supplies		
• Paper		
• Forms		
• Other		
Furniture		
• Chairs		
• Desks		
• Tables		
• Other		
• Other		

Business Needs Assessment –

Steps for Growing and Making your Business more Resilient

Scoring System – “Yes = 3 points, No = 1 point, Unsure = 0 points”

Section I.

Please choose the most appropriate answer:

1. Does your Business have a Business plan?

Yes

No

Unsure

2. Do you have a strategic plan to enact your Business plan?

Yes

No

Unsure

3. Do you have detailed and attainable goals outlined for your Business?

Yes

No

Unsure

4. Does everyone in your organization know of the goals?

Yes

No

Unsure

5. Does your Business have a documented mission statement?

Yes

No

Unsure

Section II.

The following questions are applicable to employees, vendors, or anyone you pay for goods and/or services.

6. Do you have a procedure in place for onboarding new employees/vendors?

Yes

No

Unsure

7. Do you have a standard evaluation method for your employees/vendors?

Yes

No

Unsure

8. Is there a standard procedure in place for conducting interviews?

Yes

No

Unsure

9. Do you have detailed job descriptions for all your employees/vendors?

Yes

No

Unsure

Section III.

Please choose the most appropriate answer.

10. Does your Business have a marketing plan in place?

Yes

No

Unsure

11. Do you set specific goals for each marketing campaign or ad?

Yes

No

Unsure

12. Do you have a target audience or customer base?

Yes

No

Unsure

13. Do you have more than one social media account for your Business?

Yes

No

Unsure

14. Are your social media accounts updated weekly?

Yes

No

Unsure

15. Do you measure the results of your marketing efforts?

Yes

No

Unsure

16. Are your efforts bringing in new Business?

Yes

No

Unsure

Section IV.

Please choose the most appropriate answer?

17. Are you satisfied with your business current distribution channels?

Yes

No

Unsure

18. Do you set measurable sales goals weekly?

Yes

No

Unsure

19. Are you consistently hitting your sales goals?

Yes

No

Unsure

Section V.

Please choose the most appropriate answer.

20. Does your business have a secondary location in case of a disaster (e.g., work from home, secondary building, VPN set up, Utilities ready to go, etc.)?

Yes

No

Unsure

21. Are your products or services delivered on time consistently?

Yes

No

Unsure

22. Do you have processes in place to monitor and control costs to your business?

Yes

No

Unsure

23. Do you consistently update and document goals being met/unmet?

Yes

No

Unsure

24. Do you celebrate goals being met with employees/vendors?

Yes

No

Unsure

25. Does your employees/vendors know the most important/impactful aspects of your business?

Yes

No

Unsure

Results –

Tally up your points from all five sections. Based on your score, use the chart below to help your business grow.

0 - 25	26 - 50	51 - 75
<p>There are several opportunities for growth and improvement on which you can begin to capitalize. Ponder about what you want to achieve as an entrepreneur and develop a plan for accomplishing those goals using a <i>TOWS analysis</i>. A <i>TOWS analysis</i> is essentially the upgraded version of a <i>SWOT analysis</i>. A <i>TOWS analysis</i> will help you to examine each aspect of your business to develop strategies, based off your businesses strengths, weaknesses, and opportunities for growth. All other appendices should be used as well, but start with the <i>TWOS analysis</i>. Additionally, consider working with a Man-Tra-Can business support specialist to further evaluate and support your business.</p>	<p>You understand what's going on with your business but could benefit from taking a step back to reevaluate your business and develop some strategies for improvement. Examine your finances, complete an inventory of your work hours to identify how you're spending your time. It may be time to work on your business rather than working in it. If you dont trust your current employees to run your business while you make key changes, hire someone you do trust. Use a <i>TOWS analysis</i> to examine each aspect of your business to develop strategies, based off your businesses strengths, weaknesses, and opportunities for growth. Consider working with a Man-Tra-Can business support specialist to further evaluate and support your business.</p>	<p>Obviously you have taken the time to develop plans to ensure profitability. You don't need much help to keep your business profitable, but may need some fresh ideas to expand and grow in ways you may not have considered. Use a <i>TOWS analysis</i> to examine each aspect of your business to develop strategies, based off your businesses strengths, weaknesses, and opportunities for growth. Consider working with a Man-Tra-Can business support specialist to further evaluate and support your business.</p>

Emergency Action Plan Template

Section 1: Plan goals

- To minimize interruptions to normal operations
- To limit the extent of disruption and damage
- To minimize the economic impact of the interruption
- To establish alternative means of operation in advance
- To train personnel with emergency procedures

Section 2: Disaster recovery procedures

- Emergency Response Procedures: to document the appropriate emergency response to a fire, natural disaster, or any other activity in order to protect lives and limit damage
- Backup Operations Procedures: to ensure the essential data processing operational tasks can be conducted after the disruption
- Recover Actions Procedures: to facilitate the rapid restoration of a business operation following a disaster.

Section 3: Communications plan:

- Identify person(s) responsible for making notifications to staff, vendors, customers, and other important parties. Determine the various means of communication with your employees, customers, and critical business constituents. Keep a list of 24--hour emergency numbers for all your employees, and develop a call tree to keep employees informed.

Section 4: Information services backup procedures:

- Back-up files daily/weekly/monthly.
- All saved media is stored off-site at _____ (location).
- It is recommended that all personal computers be backed up. Copies of the personal computer files should be uploaded to the server on _____ (date) at _____ (time), just before a complete save of the system is done. It is then saved with the normal system save procedure. This provides for a more secure backup of personal computer-related systems where a local area disaster could wipe out important personal computer systems.

Section 5: Time table to restoration of normalcy:

- Evaluate the time and duration for this arrangement and when systems will be back to normal. Keep clients/vendors informed and give them those estimates and keep them posted.

Section 6: Testing the disaster recovery plans:

- In successful contingency planning, it is important to test and evaluate the plan regularly. Keep your plan current. Keep records of changes to your plan, contact lists, backup schedules and procedures.

Plan Initiations:

- Notify senior management
- Contact and meet your disaster recovery team (virtually if needed)
- Determine degree of disaster
- Implement proper recovery plan dependent on extent of disaster
- Monitor progress
- Contact all necessary personnel
- Contact vendors
- Contact customers/clients
- Set up temporary office and workspace, if needed
- Follow-up Checklist

List teams and tasks of each

- Obtain emergency cash and set up transportation to and from backup site, if necessary
- Set up living quarters, if necessary
- List all personnel and their telephone numbers
- Establish/use participation plan
- Set up the delivery and the receipt of mail
- Establish emergency office supplies
- Rent or purchase equipment, as needed
- Determine applications to be run
- Set up primary vendors for assistance with problems incurred during emergency
- Plan for transportation of any additional items needed at backup site
- Ensure that all personnel involved know their tasks
- Notify insurance companies

Emergency Service	Phone Number	Address	Manager/Owner
"Insert YOUR company info here"	"Insert YOUR company info here"	"Insert YOUR company info here"	"Insert YOUR company info here"
General	Phone Number	Address	Manager/Owner
Moving Company			
Contingency Storage for Inventory			
Fire	Phone Number	Address	Manager/Owner
Fire Department	811		
Flood	Phone Number	Address	Manager/Owner
Tornado	Phone Number	Address	Manager/Owner
COVID	Phone Number	Address	Manager/Owner

Tele-Medicine Info Sheet: The following form is designed to inform employees of their rights to Tele-Healthcare.

Type of Service	What is Service?	Availability for Medicaid/Medicare/Private Insurance
<i>TeleHealth Visits</i>	A visit with a provider that uses telecommunication systems between a provider and a patient	Yes for all
<i>Virtual Check-In</i>	A brief check-in with your practitioner or other telecommunications device to decide whether an office visit or other service is needed.	Yes for all
<i>E-Visit</i>	Communications between a patient and a provider through an online patient portal. Medicine can be prescribed through this visit.	Yes for all

Refer to the National Telehealth Policy Center for additional information or contact your local health provider.



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GUIDANCE FOR EMPLOYERS: "CONDUCTING BUSINESS IN JACKSON COUNTY IN THE WAKE OF COVID-19"

This Guidance is provided to assist businesses as they prepare to re-open, in accordance with the "Restore Illinois" plan. This document is designed to help with the implementation of best practices. This guidance is intended for non-healthcare facilities. Some types of facilities may have differing/more stringent requirements than the general guidance presented.

Note: The guidance here is general in nature. The [Restore Illinois](#) plan and the DCEO [Phase 4 Reopening Guidance](#) may have more specific guidance which applies to your type of business.

Employee illness: Strongly (and repeatedly) instruct employees to stay home when they have any of the symptoms of COVID-19 (including mild symptoms, which are often overlooked or rationalized). Make it clear, from the top down, that symptoms = stay home. Consider implementing paid time off policies which will encourage staff to stay home when ill. Discontinue use of policies which penalize staff for calling in or leaving work sick.

Wellness checks: Have employees take their temperature upon arrival at work and mid-shift. Any temp above 100.4° F means that employee goes home immediately. Have a supervisor or another staff member involved to encourage honest reporting. Use a no-contact thermometer and a temp/symptom log. Inform employees what is on the current [CDC list of symptoms](#) and require they disclose any such symptoms before working.

Social distancing: Place signs and floor markings to remind people to practice [social distancing](#). Consider removal or discontinue use of alternating seats, tables, cash registers, etc. to allow for social distancing. Think about places customers congregate once they reach the exterior of your property all the way through their visit. Think about places your employees congregate (entrance, time clock, breakroom, water fountain, bathroom, locker room, etc.) and ways to stagger usage.

Face masks / coverings: Develop your internal policy and "enforcement" system to ensure employees and clients/customers comply with applicable [face mask/covering](#) guidance. Procure face masks or face coverings for your employees. Supply chains are currently struggling to meet demand, so ordering early is crucial. If your business brings clients into close contact with employees (such as a hair salon), consider providing face masks or coverings to clients who show up without them.

Hand hygiene: Provide adequate facilities and supplies for employees/customers to [wash hands](#) frequently. Consider placement of hand sanitizer to supplement hand washing, or when it is unavailable.

Cleaning / disinfection: Implement frequent cleaning, especially on commonly touched surfaces. Use [disinfectants](#) approved by EPA to kill coronavirus. Consider products which have shorter contact times, as employees are less likely to follow instructions on products with longer contact times.

Barriers / Engineering Controls: Placing Plexiglass barriers or similar structures in between people who cannot properly social distance can reduce potential transmission of the virus. Employers might consider such applications at cash registers, service counters and assembly lines where people are in close contact.

Internal policies / procedures: Require employees to inform you when they get tested for COVID-19, and to stay home while they await test results. Pull that person's recent work schedule, know which employees they have worked closely with, and have those staff closely monitor themselves for symptoms. If co-workers become symptomatic require them to stay home from work and consult their medical provider about getting tested. Be prepared to work with public health officials on determining who close contacts are, so they can be placed on home quarantine. Also, empower your employees to report situations they feel are unsafe, and encourage their innovative ideas to address them.

Internal communication / Training for employees: All of the employers efforts are wasted if the employees don't get the message. Frequent and repeated messaging and training for staff is needed to ensure they know how important their link in the safety chain is to the organization. Traditional ways of communication (such as a poster in the breakroom) may not be as effective when you have employees social distancing.

External communications: Let your customers/clients know you are taking COVID-19 precautions and what your expectations are when visiting your business. Request customers who are ill to delay their visit until well. Utilize social media or website for such communication. Consider offering home delivery and/or curbside pickup options, if feasible. Your customers will be thankful for the information and may feel more inclined to visit knowing you are concerned about their health.

Working remotely: Consider ways to enable and encourage staff to work remotely, if possible.

Consider risk to employees: Employees that are elderly or have certain health conditions may be more susceptible to the disease, and may have worse health outcomes from the disease. Consider placement of employees of [advanced risk](#) in jobs where they can maintain social distance, when feasible.

Limit capacity: Determine your normal building capacity, as a limit on capacity might be included in re-opening criteria. If your business takes appointments, consider ways to adjust the schedule to achieve limited capacity and social distancing.

Ventilation: Bringing in more fresh air may reduce the load of airborne viral particles inside your establishment. Consider opening windows when feasible. Talk with your HVAC contractor about more advanced ways to incorporate [fresh air intake](#).

Employers with questions related to safely re-opening may call

Jackson County Health Department at 618/684-3143.

Visit www.jchdonline.org for more guidance & updated information.

Version 1.3; 05 August 2020



Checklist for Businesses to Reopen during COVID-19

Yes(✓)/ No (x)	Checklist items	Comments
	Health Screening Upon Entry	
	Temp Check Station – List of symptoms, Temp log, Disinfection of station supplies & Hand Sanitizer	
	Are employees/clients taking temperatures upon the start of their shift and midday?	
	Do employees/clients have a list of symptoms to screen themselves and self-report symptoms to supervisor?	
	What is your procedure on sending employees home if they fail the temperature check or symptom screening?	
	Hygiene Controls/PPE/Cleaning-Disinfecting	
	Are handwashing/hand sanitizing stations readily available to all employees/clients?	
	Are all employees/clients wearing masks covering nose/mouth?	
	Is the facility regularly and thoroughly cleaning/sanitizing equipment and work areas?	
	Social Distancing Measures	
	Review location/start time of employees coming into work to avoid groups of people arriving at the same time.	
	Consider staggered lunch or any other breaks to avoid social gathering of staff.	
	Are employees/clients maintaining at least 6 ft of social distancing while in the facility?	
	If not, what steps have been taken to maintain maximum distance between employees?	
	Are plexiglass barriers available to staff who meet with clients or other staff?	
	Internal Policies/Procedures	
	Do you have a policy to deal with a possible positive COVID-19 employee/client?	
	What additional disinfection steps will be taken following a sick employee/client?	
	How would you notify your employees regarding potential exposure?	
	How you looked at your paid time off policies and return to work requirements to ensure staff aren't unduly penalized for missing work while ill?	
	Facility	
	Determine limited capacity of your facility and how to handle.	
	Consider options for better ventilation in your facility.	



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Checklist for Businesses to Reopen during COVID-19

Signage/Visual Cues	
	<p>Has the facility posted signs or other visual cues regarding practices employees should follow to prevent the spread of COVID-19?</p> <ul style="list-style-type: none">● symptoms● social distancing● hand hygiene● sanitization● face masks

Updated 7/8/20

SURVIVE & THRIVE GUIDE

USING BUSINESS CONTINUITY PLANNING TO ENSURE YOUR BUSINESS CAN SURVIVE DISASTER

WILL YOUR BUSINESS BE HERE TOMORROW IF A DISASTER STRIKES TODAY?

A simple question, but one you can't likely answer with much certainty.

- 40% of businesses do not reopen after a disaster and another 25% fail within one year, according to the Federal Emergency Management Agency
- Statistics from the US Small Business Administration indicate that over 90% of businesses fail within two years after being struck by a disaster
- The median cost of downtime for a small business impacted by an extreme weather event is \$3,000 per day, according to The Hartford
- 68% of small businesses have no written disaster recovery plan, and 71% do not have business interruption insurance, according to Nationwide
- One-third of small business owners report they have been personally affected by extreme weather events, according to Small Business Majority

Small businesses play a vital role in the local economy as they provide needed services and products to both residents and major employers. Following a major disaster, their absence is keenly felt when gas stations and groceries stay closed, local supply chains are disrupted, and residents can't get access to needed services for their quality of life.

SMALL BUSINESSES FAIL TO PREPARE FOR A MAJOR DISASTER FOR THREE REASONS:

1. They lack the financial resources.
2. They don't possess the knowledge on how to prepare.
3. They tend to underestimate the impact an incident will have on their business.

Developing a business continuity plan is crucial for small to medium-sized businesses to build resilience in the face of future incidents and disasters. A continuity plan helps identify the risks of various hazards and the potential impacts specific to their business. Any event that could impact business operations is included, such as supply chain interruption, damage to critical infrastructure, or unavailability of key personnel.



JACKSON COUNTY HEALTH DEPARTMENT
618-684-3143 | WWW.JCHDONLINE.ORG

TAKE ACTION

Build a team to undertake the following four steps to better position your business to prevent disaster impacts and speed recovery following disasters.

1. IDENTIFY THREATS OR RISKS

- What hazards do you face? Flood, fire, earthquake, cybersecurity, and possibly more.

2. CONDUCT A BUSINESS IMPACT ANALYSIS

- Analyze the consequences of disruption of various business functions and gather the information needed to develop recovery strategies.

3. DEVELOP & IMPLEMENT PLANS TO PREVENT OR MITIGATE THE IMPACTS

- Detailed plans & procedures will identify what equipment, supplies, facilities, personnel and other resources will be employed to overcome potential barriers.

4. TEST, EXERCISE & IMPROVE PLAN REGULARLY

- At least annually, test the plan through drills and exercises to determine needed areas of improvement.

Does this all sound too difficult? Don't be intimidated. The planning resources referenced in this document can simplify the process immensely. Reach out to community partners, like the fire department, emergency management and health department officials, for planning assistance.



ENSURING YOUR BUSINESS SURVIVES THE NEXT DISASTER IS TOO IMPORTANT NOT TO UNDERTAKE BUSINESS CONTINUITY PLANNING!

BUSINESS PREPAREDNESS & CONTINUITY PLANNING RESOURCES

Ready Business is a Department of Homeland Security website that assists businesses in developing preparedness programs. They provide tools to create a plan that addresses the impact of many hazards, using a five step process.

1. PROGRAM MANAGEMENT
2. PLANNING
3. IMPLEMENTATION
4. TESTING AND EXERCISES
5. PROGRAM IMPROVEMENT

Preparedness Planning for Your Business | www.ready.gov/business

If you need more help getting a business or organization prepared, use the Business Continuity Planning Suite developed by the Department of Homeland Security. Businesses can utilize this solution to maintain normal operations and provide resilience during a disruption.

📄 **DOWNLOAD THE PROGRAM:** www.ready.gov/business-continuity-planning-suite

INSURANCE INSTITUTE FOR BUSINESS & HOME SAFETY (IBHS)

IBHS is an independent, non-profit, scientific research & communications organization supported by the property insurance industry. IBHS strives to reduce or eliminate residential and commercial property losses due to natural and man-made forces by building stronger, more disaster resistant buildings; developing business continuity and recovery programs; and making individuals, businesses, and communities more resilient in the event of loss.

OFB-EZ® (Open for Business-EZ) is a free business continuity tool offered by IBHS to help even the smallest businesses focus on planning for any type of business interruption. Business owners create their own business continuity plan using the program's eight modules.

📄 **DOWNLOAD THE OFB-EZ TOOLKIT:**
http://disastersafety.org/wp-content/uploads/OFB-EZ_Toolkit_IBHS.pdf

Another tool from IBHS is EZ-PREP, an emergency preparedness and response planning guide. One of the most useful features of EZ-PREP is that actions are organized chronologically. If a business has advance warning of an extreme weather event such as a hurricane or a severe storm expected to hit their area, this tool walks users through the actions and tasks that should be performed five days before, 72 hours before, 24-48 hours before, during and immediately after the event, and during the recovery process.

📄 **DOWNLOAD THE EZ-PREP TOOLKIT:**
<http://disastersafety.org/wp-content/uploads/2016/04/ez-prep-ibhs.pdf>

US SMALL BUSINESS ADMINISTRATION (SBA)

SBA provides several resources for small business owners to prepare and recover from disaster.

ACCESS THEIR RESOURCES: www.sba.gov/managing-business/running-business/emergency-preparedness

SBA provides information on the following:

- 1. DISASTER ASSISTANCE**
- 2. EMERGENCY PREPAREDNESS**
- 3. DISASTER PLANNING**
- 4. DISASTER CLEANUP**
- 5. DISASTER PREPAREDNESS & RECOVERY PLAN**

PS-PREP™ PROGRAM

The Voluntary Private Sector Preparedness Accreditation and Certification Program, also known as the PS-Prep™ Program, primarily serves as a resource for private and non-profit entities interested in instituting a comprehensive business continuity management system. PS-Prep™ program standards provide a comprehensive management systems approach to organizational resilience, and include requirements that equip decision makers with key processes to improve their organization's ability to maintain operations during and after an emergency or disaster.

ACCESS FEMA PROGRAM'S RESOURCES: www.fema.gov/program-resources

SURVIVE & THRIVE GUIDE

USING BUSINESS CONTINUITY PLANNING TO ENSURE YOUR BUSINESS CAN SURVIVE DISASTER

US CHAMBER OF COMMERCE FOUNDATION

The U.S. Chamber of Commerce Foundation provides Disaster Preparedness & Recovery Quick Guides:
www.uschamberfoundation.org/quick-guides

These guides cover the following topics:

1. LOCAL CHAMBER OF COMMERCE PREPAREDNESS
2. LOCAL CHAMBER OF COMMERCE RECOVERY
3. SMALL BUSINESS PREPAREDNESS
4. SMALL BUSINESS RECOVERY

NATIONAL FIRE PROTECTION ASSOCIATION (NFPA)

The NFPA's standard titled "1600: Standard on Disaster/Emergency Management and Business Continuity/ Continuity of Operations Programs" also contains valuable guidance on business continuity and emergency planning. Access the standard: www.nfpa.org



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This guide brought to you by the Emergency Preparedness Program at Jackson County Health Department, 415 Health Department Road, Murphysboro, Illinois 62966. Since 1950, Jackson County Health Department has been working to make Jackson County a healthy, safe and resilient community.

Like more resources on emergency preparedness for businesses, faith-based organizations, or families? Contact the Emergency Preparedness Program at 618/684-3143, ext. 176.

Funding for this publication provided by a MRC Challenge Award from National Association of County and City Health Officials.

The Shawnee Preparedness & Response Coalition (SPARC) is another valuable asset in southern Illinois for those interested in emergency preparedness efforts. SPARC's mission is to develop and maintain an integrated, diverse network of organizations in Southern Illinois in order to increase planning, mitigation, response, recovery, and overall resiliency in the event of a natural or man-made disaster. The Coalition's membership is made up of representatives from emergency management, health departments, law enforcement, fire, EMS, private businesses, non-profit organizations and other entities. SPARC covers 24 counties in southern Illinois.

Tap Into What SPARC Has To Offer By:

- Becoming a member. Membership is free!
- Seeking technical assistance.

Other SPARC members want to help your organization be better prepared.



For more info visit:
www.shawneepreparednessandresponsecoalition.com

JACKSON COUNTY HEALTH DEPARTMENT
618-684-3143 | WWW.JCHDONLINE.ORG

Situation Report

REPORTED BY: _____

DATE OF REPORT: _____

TITLE / ROLE: _____

INCIDENT NO.: _____

INCIDENT INFORMATION

INCIDENT TYPE: _____ DATE OF INCIDENT: _____

LOCATION: _____

CITY: _____ STATE: _____ ZIP CODE: _____

SPECIFIC AREA OF LOCATION *(if applicable)*: _____

INCIDENT DESCRIPTION

NAME / ROLE / CONTACT OF PARTIES INVOLVED

1. _____

2. _____

3. _____

NAME / ROLE / CONTACT OF WITNESSES

1. _____

2. _____

3. _____

FOLLOW-UP ACTION

SUPERVISOR
NAME: _____

SUPERVISOR
SIGNATURE: _____

DATE: _____

Active Shooter Response Plan Template

I. Introduction

Effective response to an Active Shooter event requires effective planning and role reinforcement through training for personnel caught in the event, as well as for leaders and managers coordinating the response to the event. Personnel in the vicinity of an Active Shooter may need to evacuate or shelter in place depending upon circumstances unique to that event. Organization leadership and managers coordinating the response to an active shooter event need to be able to provide effective direction to personnel in the vicinity of the Active Shooter, provide clear situation information to first responders, and inform the public.

This Active Shooter Response Plan Template is designed to be a supplement to the *(Insert name of organization or facility)* Emergency Plan (EP). The template for this plan was developed by a working group comprised of Federal agencies, law enforcement professionals and experts in emergency management operations.

II. Purpose

This Active Shooter Response Plan provides instructions and guidance to effectively address the response of *(Insert name of organization or facility)* to an Active Shooter incident. The Active Shooter Response Plan provides guidance for developing and implementing procedures in response to an Active Shooter incident.

This Active Shooter Response Plan was prepared by *(Insert Name)*, *(Insert name of organization or facility)* Security/Safety Director and *(Insert Name)*, *(Insert name of County/City)* Emergency Management Director on *XX/XX/XX*. This document was prepared in coordination and cooperation with the following, and they have signed-off with their concurrence:

Chief of Police _____, & Staff _____ Police Department
Fire Chief _____, & Staff _____ Fire & Rescue
Sheriff _____, & Staff _____ Co. Sheriff's Office
Emergency Management Director _____
Emergency Medical Services Director _____
State Highway Patrol Captain _____, & Staff _____
State Bureau of Investigation _____, & Staff _____
FBI Special Agent in Charge _____, & Staff _____
Bureau of Alcohol Tobacco and Firearms _____
Area Substance Abuse Council _____
Federal Aviation Administration, Flight Standard Office _____
Other – if additional or different people, continue to list.

III. Preparedness

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated place; in most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Because active shooter situations are often over within 10-15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

IV. Relevant Plans

This section provides an overview of the plans, policies, and guidance documents that are applicable to the *(Insert name of organization or facility)*. Plans may be maintained by the County or City where the organization or facility resides.

A. *(Insert name of organization or facility)* Security and Safety Guideline Reference Manual

Insert a brief description of the (Insert name of organization or facility) owner's Security and Safety Guideline Reference Manual

B. *(Insert name of organization or facility)* Emergency Action Plan

Insert a brief description of the (Insert name of organization or facility) Emergency Plan.

C. *(Insert name of organization or facility)* Security & Safety Plan

Insert a brief description of the (Insert name of organization or facility) Security & Safety Plan.

D. Other (as appropriate)

- *Reference other organization or facility plans.*
- *Reference County Plans (including Mass Casualty Plan).*
- *Reference City Plans.*

V. Command Structure/Response Organization

The Command Structure/Response Organization for an Active Shooter incident should mirror the normal Command Structure, as found in Section *(Insert Section Number)* of the Emergency Action Plan.

The diagram below, which depicts the command structure/response organization, is also included in the Emergency Plan.

Exhibit 1: Command Structure/Response Organization



A. Jurisdiction and Liability

- *Identify laws, ordinances, and authorities that affect active shooter response activities*
- *Identify any issues of liability associated with active shooter response activities*

B. Direction, & Control – Roles and Responsibilities

- *Define for each entity, designate & identify key personnel*

C. Local, State & Federal Assistance – Roles and Responsibilities

- *Define for each entity, designate & identify key personnel*

D. Surrounding Industry/Private Sector Assistance – Roles and Responsibilities

- *Define for each entity, designate & identify key personnel*

E. Local Transportation Structure – Roles and Responsibilities

- *Define for each entity, designate & identify key personnel*

VI. Pre-Incident Planning

Active shooter incidents often begin and conclude quickly, leaving facility management and security officers little to no time to coordinate response procedures with law enforcement and employees. Facility readiness requires that managers develop and exercise response plans that apply general preparedness and response protocols to specific types of emergencies and facility capabilities (including security resources). Training and exercising the plan was a key finding of experts and facility managers who participated in active shooter exercises, allowing them to identify gaps, correct weaknesses, and validate their plan.

A. Develop Response Plans and Procedures

- Implement a comprehensive Emergency Action Plan that includes incidents beyond an environmental emergency, such as active shooter or suspicious package.
- Review and update the facility's Emergency Action Plan with assistance from law enforcement and emergency responders.
- Establish communication procedures for employees to report signs, flags, and threats of workplace violence.
- Establish alternative methods of communication with employees during an incident—including emergency notification system, e-mail, phone, cell phone, text message, and loudspeaker announcements.

- Determine how to estimate the impact of an incident on facility operations and communicate that to customers, the public, and law enforcement.
- Communicate with emergency responders to manage facility expectations of response capabilities.

B. Employee Training and Awareness

- Training captures the development of skills and/or understanding through procedurally defined learning activities focused on a specific application. This component combines the types of training and exercises and the types of personnel trained.
- Train all employees on general emergency plans and those designed for specific scenarios.
- Train security personnel in providing guidance to employees in each scenario.

C. Prepare for an Incident

- Management:
 - Learn how to recognize potential workplace violence and suspicious behavior.
 - Identify the location of the nearest exits, emergency call boxes, potential safe harbors, emergency response kits, and decontamination sites.
- Employees:
 - Become familiar with emergency procedures and regularly review checklists or materials provided on emergency procedures.
 - Identify who to call to report an incident and what information to provide about the situation.

D. Exercise Emergency Action Plans Regularly and Repeatedly

- Schedule regular drills, tabletop and functional exercises.
- Assess gaps in plans, exercises and training.

E. Establish a Relationship with Emergency Responders

- Involve emergency services responders from multiple agencies in facility training and exercises.
- Jointly map out incident management procedures and pre-identify a common, secure radio communication channel.
- Invite all emergency services responders to tour your site and provide details about the facility that will help responders to adjust their protocols if necessary.
- Gain a better understanding and awareness of the complexities involved in an integrated response to an incident, including law enforcement procedures and capabilities and the steps to preserving a crime scene.

- Educate law enforcement on the impact of a crime scene on business operations and restoration.

VII. Incident Response Considerations

Active shooter incidents often begin and conclude quickly, and the incident may be at any location in the organization or facility. This leaves facility management and security officers no time to coordinate response procedures with law enforcement and employees. The response to a specific incident will depend on the circumstances unique to that incident. However, there are general procedures that apply to all active shooter incidents.

A. Employees:

- Report the incident:
 - If possible, call **911** or facility/organizational security _____
- Evacuate if possible
 - Determine an escape route based on where an active shooter may be located.
 - Leave your belongings behind. Keep your hands empty and visible at all times.
 - Help others evacuate, if possible, but do not attempt to move the wounded. Evacuate even if others do not agree to follow.
 - Move quickly to a safe place far from the shooter and take cover. Remain there until police arrive and give instructions.
 - Remain calm. Avoid screaming or yelling as you evacuate.
 - Follow all instructions of law enforcement.
- Shelter if necessary
 - Go to the nearest room or office and lock the door(s). If the door does not lock, wedge the door shut or use heavy furniture to barricade it.
 - Identify an escape route in the event you are directed to evacuate.
 - Close blinds, turn off lights, and cover windows.
 - Silence all noise, including cell phones, radios, and computers.
 - Have one person call 911, if it is safe to do so. Be prepared to answer the dispatcher's questions.
 - If it is not safe to talk, keep the phone on so it can be monitored by the dispatcher.
 - Stay out of sight and take cover behind large, thick items or furniture.
 - Do not open the door until the person can provide an identification badge.

- Remain under cover until law enforcement advises it is safe to evacuate.
 - Positively verify the identity of law enforcement as an unfamiliar voice may be the shooter attempting to lure victims from a safe place.
- Take action, if you must
 - If there is no opportunity for escape or hiding, as a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter.
- Respond Appropriately When Law Enforcement Arrives
 - Remain calm and follow officers' instructions.
 - Raise your hands, spread your fingers, and keep hands visible at all times.
 - Do not run when police enter the vicinity. Drop to the floor, if you are told to do so, or move calmly out of the area or building.
 - Do not make quick moves toward officers or hold on to them for safety.
 - Avoid pointing, screaming, or yelling.
 - Do not stop officers to ask for help or directions. Evacuate the building in the direction the officers arrived while keeping your hands above your head.
 - For your own safety, do not get upset or argue if an officer questions whether you are a shooter or a victim. Do not resist, even if you are handcuffed and searched.

B. Facility Management and Security:

- Control Access and Account for Personnel
 - Do personnel have the ability to remotely lock buildings or deactivate card readers? How does that impact the need to account for employees?
 - How will management notify employees of the situation and its location?
 - How will personnel allow site and building access to emergency responders?
 - Account for full-time, part-time, and contract employees
 - Obtain the visitor log
 - Identify employees and visitors who are onsite
 - Identify employees and visitor locations
- Assist Emergency Responders

- Use security technology, such as closed circuit television, to assist law enforcement in locating the victims and shooter(s)
 - Provide site and building maps
 - Provide facility access to emergency responders
 - Ensure critical phone calls get through to security personnel
 - Provide extra radios for emergency responders
 - Ensure incoming emergency response personnel know where to stage
 - Ensure emergency responders are aware of any safety concerns as they enter process areas
- Manage the Perimeter
 - Assist law enforcement in establishing a secure perimeter
 - Control or prevent the entrance of the media
 - Establish a media center
 - Establish a safe location to stage evacuees
 - Identifying Secondary Impacts
 - Identify additional shooters or other threats
 - Determine if the shooter has knowledge of the facility or its operations
 - If necessary, execute safe shutdown procedures

C. Communication Information

This section outlines the communication equipment, systems, and terminology used at the *(Insert name of organization or facility)* for communication among all personnel (i.e., local law enforcement, fire department, Emergency Management Agency, media, facility security, etc.).

- *Identify the systems used for communication among all personnel (i.e., venue personnel, facility security), and emergency response personnel (i.e., local police, fire department, etc.).*
- *Identify the channel(s) that are used for communicating among what particular groups.*
- *Identify the equipment used.*
- *Identify the terminology used to communicate between the different personnel at the organization or facility.*

D. Warnings, Messages and Signage

In order to notify employees and visitors of the events happening at the *(Insert name of organization or facility)*, Emergency Notification Messages need to be pre-scripted. This section includes information related to how messages will reach the employees and visitors, including sample Emergency Notifications, location and method of communicating warnings and messages, number and location of sirens, and lighting.

- *Describe the procedure for broadcasting different messages to different areas of the organization or facility.*
- *Describe the decision process to determine what announcement/message to provide to employees and visitors.*

- **Emergency Notification Message**
A sample announcement could be:

“Ladies and Gentlemen, we regret interrupting the event. There is no cause for alarm, but we have received information that necessitates that we gradually clear the stadium in _____ area. This is for your safety. As soon as we conclude our investigation of the situation, this event will continue. Again, we apologize for any inconvenience. Please follow the directions of the stadium personnel who will direct you through to the exits most convenient to your location.”

- **Communication of Warnings**
List information about how warnings are communicated to employees and visitors.
 - *Describe how messages reach employees and visitors.*
 - *Include: cell phone text messages, public address systems, computer messaging, audible alarms, etc.*
- **Other**

E. Physical Resources

This section outlines the process for determining the necessary supplies, resources and equipment that should be available and readily accessible for utilization during an active shooter event.

- *Prepare a needs assessment regarding the equipment and resources that might be required to deal with an active shooter event.*
- *Prepare necessary documentation (i.e., directives, orders, guides, MOUs) to execute an incident response.*

F. Activation, Staging, and Mobilization

The organization or facility Emergency Plan should contain guidance and procedures for the activation and mobilization of staging areas associated with an emergency. There should be separate staging areas for emergency responders and evacuees or victims of the active shooter incident. Information should be provided on the preplanned location(s), personnel, equipment (i.e., decontamination, air monitoring), and other resources needed for activating, operating and demobilizing a staging area.

G. Mass Care and Family Assistance

The organization or facility Emergency Plan should contain guidance and procedures for Mass Care/Family Assistance (a scalable Emergency Support Function 6) once the evacuees or victims have been transported to staging area(s). Health and medical support for the evacuation of casualties should encompass the organic medical response assets of the organization or facility, in addition to incorporating the local Emergency Management Services (EMS) authorities' Mass Casualty Plan.

H. Health and Medical Support

The organization or facility Emergency Plan should contain guidance and procedures to address health and medical support needed at the staging areas during an emergency incident. The organization or facility should participate in the local community's Mass Casualty Plan through mutual aid agreements between the organization, local EMS and local hospitals, and home care agencies that comprise the community Mass Casualty Plan.

- *Develop mutual aid agreements*
- *Participate in community Mass Casualty Plan*

I. Incident Recovery Considerations

- **Address Victims and Families**
 - Established a family hotline
 - Assist with victim identification
 - Gather information related to victim identities, extent of injuries, and what hospitals are being utilized
 - Notify the family members
 - Use personnel who are specifically trained for this responsibility
 - Procure counselors for employees and families
 - Develop an action plan to handle concerns about returning to work
- **Communicate Internally**
 - Develop instructions for management to give to employees
 - Develop a plan for communicating the information
 - Consider if employees should return to their homes, remain onsite at a specified location, go to another site, etc.
 - Determine how facility personnel will communicate with families
- **Communicate Externally**
 - Identify the designated official for responding to media inquiries
 - Determine what information and details facility personnel will provide to the media that will ease community concerns without inciting panic or hindering the investigation

- Continue Business Operations
 - Implement business recovery/continuity plans
 - Make re-entry decisions after site is released by law enforcement
 - Provide safety and security debriefings
 - Fill positions of deceased and injured employees
 - Take actions to ensure employees feel safe
 - Determine how the facility will continue operating with limited production or with certain areas of the facility designated a crime scene
 - Determine how the stage of the facility—shutdown, idle, restoration—affects protocols

VIII. Post Incident Review/After Action Review Process

This section provides an overview of the After Action Review (AAR) Process. *An AAR should be conducted immediately following an exercise or event and should involve representatives from each participating agency. This should include information on the major events, all lessons learned, and review any new initiatives developed or identified during the exercise or event. The AAR should also include a discussion of all techniques, tactics, and procedures utilized during the exercise/event to include what went right and what went wrong. It should identify any issues and the consequences resulting from the potential outcomes of those issues. Following the AAR meetings and discussion, an After Action Report/Improvement Plan (AAR/IP) should be written which identifies areas that require improvements, the actions required, the timelines for implementing those improvements, and the organization and party responsible for this action. The AAR/IP should be shared with all stakeholders, and used to further define the plans and procedures related to events at the stadium.*

IX. Program and Plan Maintenance

The Active Shooter Response Plan will be maintained, reviewed, and updated following the Emergency Plan's preparedness cycle that includes planning, training, exercising/responding, evaluating and mitigating. All stakeholders should participate in each phase of this cycle to ensure that the plan reflects the current operational strategies, organizational structures, and methodologies utilized by response personnel. Following each event, training, or incident, an evaluation of all response actions and in-place mitigation measures should be performed. This will allow for the identification of areas to be sustained, improved, or added to enhance the organization or facility overall preparedness.

This section provides an overview of how to utilize the preparedness cycle for maintenance of the Active Shooter Response Plan.

A. Program Maintenance

- *List the annual training, exercises, and drill plan.*

B. Plan Maintenance and Revision

- *List the maintenance and revision plans.*

Emergency Action & Evacuation Plan

Note: This Emergency Action Plan Template is for Building Administrators/Coordinators to use as their own building plan.

- 1. Replace all red italics with your own building specific information or remove if not applicable to your building.*
- 2. It is recommended you train or brief all of your building personnel on the contents of your plan at least each semester; this will ensure success if your plan is ever activated.*
- 3. Feel free to improve this plan; it is for your use!*
- 4. Thanks to Dick Sevier (College of Engineering) and Randy Bunnis (Environmental Health & Safety) for allowing me to "borrow" their templates...*

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INTRODUCTION

An Emergency Action Plan (EAP) covers designated actions faculty, staff, and students must take to ensure safety during emergencies. This plan is a supplement to the comprehensive plan. The following emergency response information is provided with the understanding that all situations in a critical incident cannot be predicted, but this information will assist in establishing the minimum emergency preparedness procedures training for all personnel in our building.

- The following emergency response information provided is intended to be used as guidelines only.
- Always remember, the first priority is the safety and protection of life.
- In accordance with the guidance, this plan will be reviewed and updated annually.
- Annual training on this plan should include all key staff members and building occupants to provide the most effective Emergency Preparedness.
- *This Emergency Action Plan (EAP) is intended for use by all Departments that occupy University facilities and should be completed as an overall building plan, including all Departments and areas of the building.*
- *It is assumed that departments will customize the content of this EAP to meet their specific needs, operations and locations.*
- *Once this plan is completed, it will be considered to be an appendix to the larger Boise State University Emergency Operations Plan.*

Additional Resources

- _____ is a mass notification system that automatically sends emergency messages to employees e-mail addresses and telephone numbers during an urgent situation that has the potential to affect your health and safety.
 - Opting in is voluntary, but you are strongly urged to opt-in and provide your personal contact information, as it may prove to be the most direct way to reach you in a campus emergency.
 - Staff may choose to be contacted by the system by cell phone, text messaging, personal email and/or home telephone.

GENERAL EMERGENCY INSTRUCTIONS AND CALLING 9-1-1

General Instructions for all Emergency Situations:

- € *Get out of immediate danger and stay calm.*
- € In the event of a fire, or if you feel the building's occupants are in danger:
 - o Activate the building's fire alarm system **BEFORE** calling 9-1-1.
 - o Evacuate the building immediately!
 - o Refer to the **Evacuation Procedure / Building Maps** section at the end of this document for additional evacuation information.
- € **To report any police, fire, or medical emergency, call 9-1-1 from any phone.**

When calling 9-1-1:

- € Stay on the line with the dispatcher.
- € Provide the address of the building involved and your exact location. This is especially important if you are calling from a cell phone.
- € College of *(name)* addresses are listed below:
 - o ***(Name) Building- (street address) 1***
 - o ***(Name) Building- (street address) 2***
 - o ***...***
- € Provide a thorough description of the incident to ensure that proper resources are dispatched.
- € When providing a description of an individual, describe from top (head) to bottom (feet)
- € ***Do not hang up until the dispatcher tells you to***

EMERGENCY CONTACT NUMBERS

<ul style="list-style-type: none"> € Medical Emergencies € Fire/Smoke € Uncontrolled Hazardous Material Spills € Violence & Threats € When in doubt... 	<p>DIAL 9-1-1 FROM ANY PHONE</p> <p>Identify yourself, your location, the location and type of incident, and if an evacuation is underway. Answer any questions and do not hang up the phone until the operator is finished.</p>
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The nearest **AED** is located: _____



Important Phone Numbers: For an actual emergency, Dial 9-1-1	
University Security & Police Services	
Environmental Health & Safety	
Facilities Operations & Maintenance	
Risk Management & Insurance	
University Health Center	
University Housing Office	
Women's Center	

Building Emergency Contact Information *(these are your personnel)*

Name	Title	Office	Work Number	After Hours/Emergency	First Aid/CPR?
(individual 1)	(title)	(room #)	(number)	(number)	(yes/no)
(individual 2)	(title)	(room #)	(number)	(number)	♥
(individual 3)	(title)	(room #)	(number)	(number)	

BUILDING EVACUATION PROCEDURES

The following emergency evacuation procedures have been developed for this facility:

Building Name: *Building Name*

Building Address: *Street Address*

Outside Assembly Location: *List areas*

Prior to Exiting: After being notified to evacuate, stop all work activities and evacuate immediately. Close, but do not lock, the doors (locked doors can hamper rescue operations). Remember, you may not be allowed back into the building for an extended time.

Evacuation Routes/Exiting the Building: During an emergency evacuation, use the nearest door or stairway if available. Each employee needs to be aware of at least two exit routes in their main building in the event one is compromised. All campus buildings have building evacuation signs posted on every floor for reference. **DO NOT USE ELEVATORS** for evacuation. Faculty and staff will direct occupants in their area (classroom/floor) to evacuate and lead them to evacuation routes.

Areas Awaiting Evacuation and Evacuation of Occupants with Impairments: *Address the locations of your Areas of Rescue and how you will evacuate colleagues with special needs who are unable to evacuate on their own.*

Critical Equipment Operation: This facility currently has no critical equipment operation or shutdown requirements.

Assembly Area: After exiting the building, all faculty, staff, students, and visitors should follow the evacuation route to the pre-arranged assembly area. It is important to have both a primary and secondary evacuation point. Both points should be at least 300 feet from the incident scene. The assembly area is the initial location to complete an initial accounting of building occupants and to determine if another location is more appropriate.

The Building Coordinator should assign an Assembly Area Manager to each evacuation location. List all buildings in which department members are assigned space and the corresponding assembly areas and manager:

<i>Building Name</i>	<i>Identify Assembly Area</i>	<i>Assembly Area Manager</i>
<i>Building Name</i>	<i>Identify Assembly Area</i>	<i>Assembly Area Manager</i>
<i>Building Name</i>	<i>Identify Assembly Area</i>	<i>Assembly Area Manager</i>

Notification of Emergencies: Occupants will be notified of emergencies by the sounding of the installed fire alarm system or occupants may receive verbal notification of an emergency.

Fire and Emergency Reporting: The preferred method of fire or emergency reporting is by dialing 911 from any phone (even if the fire is out). Alternatively, activation of any fire alarm

BUILDING EVACUATION PROCEDURES (continued)

Emergency Action Plan

system device (smoke/heat detector, sprinkler head) will automatically summon emergency responders.

Emergency Phone Locations (blue light phones):

- *Location 1*
- *Location 2*
- *Location 3*

Rescue and First Aid: Boise State University relies on Ada county Paramedics and Boise Fire Department to provide emergency medical response and rescue. However, the following individuals are assigned first aid or rescue duties:

<i>Employee Name</i>	<i>Type of Training</i>	<i>Certification Date</i>
<i>Employee Name</i>	<i>Type of Training</i>	<i>Certification Date</i>
<i>Employee Name</i>	<i>Type of Training</i>	<i>Certification Date</i>

Additional Information: For additional information regarding this plan, please contact:

Building Coordinator: *contact information*

Assistant Building Coordinator: *contact information*

Alert System: *(Individualize this statement for your building) The alert tone for this building is three (3) distinct beeps followed by the voice message "There is a fire emergency reported in the building. Please evacuate immediately." Also, the fire strobe lights will flash to indicate an emergency condition and evacuation is required.*

ACTIVE SHOOTER

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Good practices for coping with an active shooter situation:

- Be aware of your environment and any possible dangers
- Take note of the two nearest exits in any facility you visit
- If you are in an office, stay there and secure the door
- If you are in a hallway, get into a room and secure the door
- As a last resort, attempt to take the active shooter down. When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her.

□ CALL 911 WHEN IT IS SAFE TO DO SO!

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

Quickly determine the most reasonable way to protect your own life. Remember that students and visitors are likely to follow the lead of employees and managers during an active shooter situation.

1. **Evacuate.** If there is an accessible escape path, attempt to evacuate the premises. Be sure to:
 - Have an escape route and plan in mind
 - Evacuate regardless of whether others agree to follow
 - Leave your belongings behind
 - Help others escape, if possible
 - Prevent individuals from entering an area where the active shooter may be
 - Keep your hands visible
 - Follow the instructions of any police officers
 - Do not attempt to move wounded people

- Call 911 when you are safe

ACTIVE SHOOTER (continued)

2. Hide out. If evacuation is not possible, find a place to hide where the active shooter is less likely to find you. Your hiding place should:

- Be out of the active shooter's view
- Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door)
- Do not trap yourself or restrict your options for movement
- To prevent an active shooter from entering your hiding place:
 - Lock the door
 - Blockade the door with heavy furniture

If the active shooter is nearby:

- Lock the door
- Silence your cell phone and/or pager
- Turn off any source of noise (i.e., radios, televisions)
- Hide behind large items (i.e., cabinets, desks)
- Remain quiet

If evacuation and hiding out are not possible:

- Remain calm
- Dial 911, if possible, to alert police to the active shooter's location
- If you cannot speak, leave the line open and allow the dispatcher to listen

3. Take action against the active shooter. As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:

- Acting as aggressively as possible against him/her
- Throwing items and improvising weapons
- Yelling
- Committing to your actions

HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

Law enforcement's purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

- Officers usually arrive in teams of four (4)
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment
- Officers may be armed with rifles, shotguns, handguns
- Officers may use pepper spray or tear gas to control the situation
- Officers may shout commands, and may push individuals to the ground for their safety

ACTIVE SHOOTER (continued)

How to react when law enforcement arrives:

- ❑ Remain calm and follow officers' instructions
- ❑ Put down any items in your hands (i.e., bags, jackets)
- ❑ Immediately raise hands and spread fingers
- ❑ Keep hands visible at all times
- ❑ Avoid making quick movements toward officers such as holding on to them for safety
- ❑ Avoid pointing, screaming and/or yelling
- ❑ Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

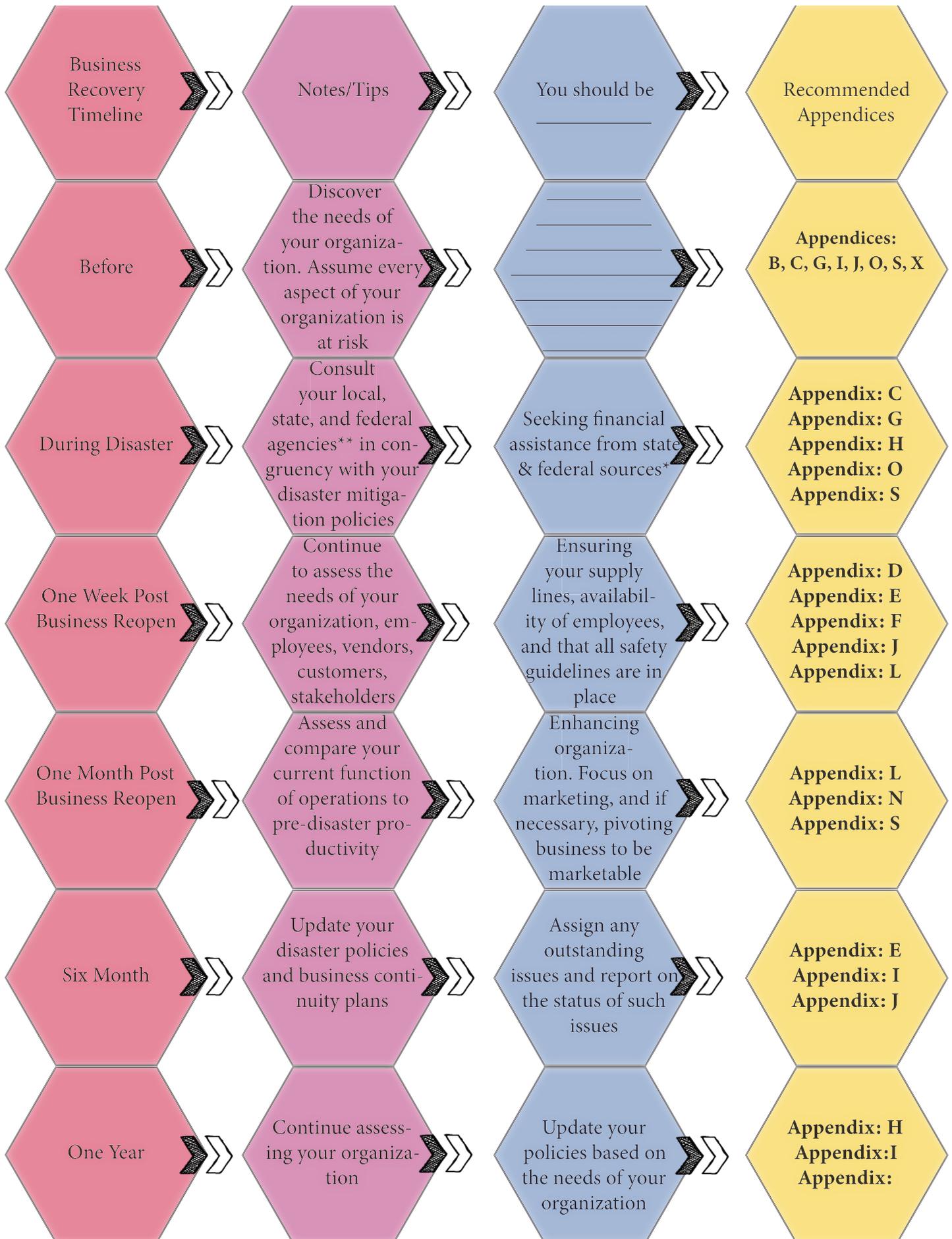
Information to provide to law enforcement or 911 operator:

- ❑ Location of the active shooter
- ❑ Number of shooters, if more than one
- ❑ Physical description of shooter/s
- ❑ Number and type of weapons held by the shooter/s
- ❑ Number of potential victims at the location

Notes: The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.

Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.

Business Recovery Timeline Template



<h1 style="text-align: center;">TOWS Analysis</h1>	<p>External Opportunities (O)</p> <p>1.)</p> <p>2.)</p> <p>3.)</p>	<p>External Threats (T)</p> <p>1.)</p> <p>2.)</p> <p>3.)</p>	
	<p>Internal Strengths (S)</p> <p>1.)</p> <p>2.)</p> <p>3.)</p>	<p>SO</p> <p>Strategies that use strengths to maximize opportunities. List:</p>	<p>ST</p> <p>Strategies that use strengths to minimize weaknesses. List:</p>
	<p>Internal Weaknesses (W)</p> <p>1.)</p> <p>2.)</p> <p>3.)</p>	<p>WO</p> <p>Strategies that minimize weaknesses by taking advantage of opportunities. List:</p>	<p>WT</p> <p>Strategies that minimize weaknesses and avoid threats. List:</p>

Example on Next Page

Example:

Strength – 1.) Strong social media presence.

Weakness – 2.) Low sales.

Opportunity – 3.) Free social media marketing and I'm not utilizing this enough (e.g., pictures, videos, liking and sharing posts).

Goal 1: Increase the sales of business by 5%.

Strategy 1: Retain and expand marketing efforts.

Objective 1: Coordinate a social media campaign on all social media accounts.