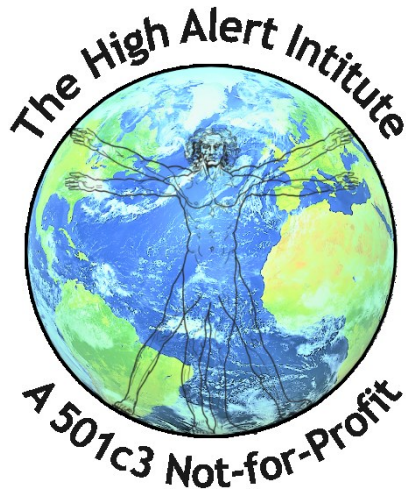




HIGH ALERT INSTITUTE, INC.

BUSINESS CONTINUITY PLAN

10/01/2012

Revised: 05/18/2022

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason for Update
2.0	Maurice A. Ramirez	12/27/2019	BOD	12/18/2019	Looming Pandemic
3.0	Maurice A. Ramirez	5/18/2022	BOD	5/30/2022	Expanded Mission

IMPORTANT CONTACT INFORMATION	
1. ATTENDING VETERINARIAN 863-655-3155	10. POWER COMPANY 800-700-8744
2. USDA INSPECTOR	11. GAS COMPANY 800-776-7263
3. EMERGENCY MANAGEMENT AGENCY 863-534-5600	12. WATER COMPANY
4. ANIMAL POISON CONTROL CENTER 888-426-4435	13. ANIMAL HOSPITAL 863-324-3340
5. ANIMAL EVACUATION SITE	14.
6. FIRE DEPARTMENT 863-534-5600	15.
7. POLICE DEPARTMENT 863-298-6200	16.
8. HOSPITAL 863-676-1433	17.
9. POISON CONTROL CENTER 800-222-1222	18.

CONFIDENTIALITY STATEMENT

The High Alert Institute, Inc. BCP should be strictly controlled. High Alert Institute, Inc. data includes private personnel data, proprietary patents and designs, and marketing information. The information in this plan is distributed only to High Alert Institute personnel with a “need to know” and with the understanding that they will hold this information confidential and will not disclose any information in this plan to third parties without the prior written consent of the Executive Director and/or the Chairperson of the Board, or the filing by the third party of a binding non-disclosure statement that has been vetted by the legal department.

Business Continuity Plan Distribution/Update List

<i>Name</i>	<i>Phone</i>	<i>Office Location</i>	<i>Date Issued</i>	<i>Date Updated</i>	<i>Updated by</i>
Maurice A. Ramirez	407-301-3458	4800 Ben Hill Trail, Lake Wales, FL 33898	06/01/2022	05/30/2022	MAR
Allison A. Sakara	412-589-0212	4800 Ben Hill Trail, Lake Wales, FL 33898	06/01/2022	05/30/2022	MAR
Board of Directors	863-696-8090	4800 Ben Hill Trail, Lake Wales FL 33898	06/01/2022	05/30/2022	MAR

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1.1 Overview

This is the Business Continuity Plan for the High Alert Institute, Inc. The information in this plan is intended to guide the company during natural and manmade disasters that impact our ability to conduct normal operations. Chapter One includes general information on the purpose, scope, objectives, and assumptions used in the development of the remainder of the plan. Chapter One also includes risk assessments, a summary of our Business Impact Analysis, organizational structure, and Business Continuity Team organizational structure.

1.2 Scope

The scope of this Business Continuity Plan is limited to the headquarters offices of the High Alert Institute, Inc., located at 4800 Ben Hill Trail, Lake Wales, FL, 33898.

1.3 Business Continuity Program Policy

High Alert Institute, Inc. recognizes the importance of and is committed to Business Continuity Planning. High Alert Institute's Business Continuity Planning Program is organized at several levels. A formal organizational-wide plan will be developed under the supervision of High Alert Institute Management. In addition, plans will be developed at the divisional levels and for each business unit. Each Division will develop a comprehensive strategy for continuity planning and document it in a formal plan or playbook that will be integrated with the Organizational Business Continuity Plan. Each divisional-level plan will address all continuity planning elements, including personnel, assets, vital records, physical security, and information security. At the business unit level, plans will include manual workarounds and detailed instructions to ensure all critical functions have been addressed.

It is the High Alert Institute's philosophy that a resilient workplace can only exist with employee participation and contribution. Every High Alert Institute employee is expected to participate in this program. Every manager is expected to maintain a work environment that welcomes contributions from every employee. Our strength and success are because of our employees. High Alert Institute, Inc. sponsors a Business Continuity Certification Program. Each Plan will be reviewed by our Business Continuity Certification Program Auditors to ensure compliance with our Company's requirements and objectives.

Passed by Congress in 1966, the Animal Welfare Act (AWA) sets general standards for humane care and treatment that must be provided for certain animals that are bred for commercial sale, sold sight unseen (Internet sales), exhibited to the public, used in biomedical research, or transported commercially.

Congress assigned the U.S. Department of Agriculture (USDA) the responsibility for enforcing the AWA. The Animal and Plant Health Inspection Service (APHIS) is the agency within USDA responsible for ensuring this occurs. APHIS has published the Animal Welfare Act and Animal Welfare Regulations, known as the “Blue Book,” as a tool to improve compliance among our licensees and registrants and to enhance the consistency of inspections by our field inspectors. The Blue Book consolidates into one source the AWA and the applicable regulations and standards.

The Blue Book, the AWA, and the applicable regulations and standards are incorporated into the High Alert Institute BCP by reference. Text for the Blue Book was pulled directly from two official sources: the Animal Welfare Act [United States Code, Title 7 (Agriculture), Chapter 54 (Transportation, Sale, and Handling of Certain Animals), Sections 2131– 2159]; and the Animal Welfare Regulations [Code of Federal Regulations, Title 9 (Animals and Animal Products), Chapter 1 (Animal and Plant Health Inspection Service, Department of Agriculture), Subchapter A (Animal Welfare), Parts 1–4]. Every effort has been made to ensure that the Blue Book is accurate. The AWA is a Federal law; the associated regulations interpret the law into enforceable standards. USDA can amend existing regulations and/or create new regulations, but only Congress can change the actual law. Prior to altering the regulations in any way, APHIS publicizes the proposed rule and encourages interested parties to provide comments. All comments are reviewed by USDA and APHIS before determining a final course of action.

1.4 Planning Assumptions

That the BCP is designed to address a worst-case scenario – the Institute’s facilities located at 4800 Ben Hill Trail, Lake Wales, FL are unavailable for the extended period of time of four to six weeks. That a backup of critical computer systems occurs daily (usually synchronized hourly) and these backups (usually cloud based and across laptops) are sent to offsite storage daily. That furnishing, equipment, and supplies can be readily obtained from current vendors. That specialized equipment within needed specifications is available with 24 hour drop ship, etc. That the level of the BCP detail is based on the premise that sufficient and knowledgeable Company personnel will not be incapacitated by the interrupting event, and can execute the Business Continuity Plan.

1.5 Objectives

To develop a Business Continuity Plan structure for managing a disaster that affects the High Alert Institute, Inc.
To ensure the safety of all Institute personnel.
To ensure the safety of all animals under Institute care.
To document the critical information required for implementation of the Business Continuity Plan.
To provide guidelines for the High Alert Institute, Inc, for a major disaster that will result in the execution of this Business Continuity Plan.
To return to near normal operations within 72 hours after a significant disaster event.
To ensure a Call Center remains operational even if headquarters is closed.
To maintain a minimal level of customer service 24 X 7 X 365.

1.6 Risk Assessments

Key

<i>Probability Scale</i>	<i>Business Impact Scale</i>	<i>Control Scale</i>
1 – 2 – 3 – 4 – 5	1 – 2 – 3 – 4 – 5	1 – 2 – 3 – 4 – 5
Low.....High	No Impact.....High Impact	Good.....Poor

Probability Scale: The likelihood that an event will occur.

Business Impact Scale: The degree to which the event will affect your business.

Control Scale: How much control you have in preventing the event

Assessment Table

<i>Threat</i>	<i>Probability Scale</i>	<i>Business Impact Scale</i>	<i>Control Scale</i>	<i>Ideas for Mitigation</i>
Scenario 1: Nuclear Detonation – Improvised Nuclear Device	1	5	5	Founders and Executive Director are REACT/s and NMRT trained. PAPRs and PPE on site. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint.
Scenario 2: Biological Attack – Aerosol Anthrax	1	2	1	Founders and Executive Director HAZMAT trained and CBRNE trained with access to antibiotics and other treatments/prophylaxis. Arrange for online bill pay solution, telework, invite public health and/or anthrax experts to speak on topic with/for the Institute, participate in the distribution of evidence-based information on social media, health conscious training, masks, sanitization gel dispensers. Masks, PAPRs and PPE on site
Scenario 3: Biological Disease Outbreak – Pandemic Influenza	5	3	5	Founders and Executive Director have experience and success with the treatment of pandemic as well as operational success a COVID bubble from 2020 through 2022. Arrange for online bill pay solution, telework, invite public health and/or

				pandemic experts to speak on topic with/for the Institute, participate in the distribution of evidence-based information on social media, health conscious training, masks, sanitization gel dispensers. Masks, PAPRs and PPE on site
Scenario 4: Biological Attack – Plague	1	2	1	Founders and Executive Director HAZMAT trained and CBRNE trained with access to antibiotics and other treatments/prophylaxis. Arrange for online bill pay solution, telework, invite public health and/or plague experts to speak on topic with/for the Institute, participate in the distribution of evidence-based information on social media, health conscious training, masks, sanitization gel dispensers. Masks, PAPRs and PPE on site
Scenario 5: Chemical Attack – Blister Agent	1	1	1	Founders and Executive Director HAZMAT trained and CBRNE trained with access to treatments. Copious water on site for decon. PAPRs and PPE on site,
Scenario 6: Chemical Attack – Toxic Industrial Chemicals	1	1	1	Founders and Executive Director HAZMAT trained and CBRNE trained with access to treatments. Copious water on site for decon. PAPRs and PPE on site,
Scenario 7: Chemical Attack – Nerve Agent	1	5	1	Founders and Executive Director HAZMAT trained and CBRNE trained with access to treatments. Copious water on site for decon. PAPRs and PPE on site,
Scenario 8: Chemical Attack – Chlorine Tank Explosion	1	5	1	Founders and Executive Director HAZMAT trained and CBRNE trained with access to treatments. Copious water on site for decon. PAPRs and PPE on site,
Scenario 9: Natural Disaster – Major Earthquake	1	1	5	No significant history of earthquake in Lake Wales, FL. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint.
Scenario 10: Natural Disaster – Major Hurricane	5	5	3	Physical facility hardened to 135 mph winds and is 60 miles inland away from storm surge. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint. The facility has been undamaged even after 100 mph winds. Secure heavy equipment and any outdoor objects that can be wind borne projectiles. Check generator and while facility battery system readiness, subscribe to automated notification system, check cell phone charge and function, emergency

				food and water on site, first aid supplies, AED and medical supplies on site, staff trained for sheltering in place, arrange for online bill pay solution, activate telework policy. The expansion includes the installation of lightning mitigation as needed, installation of storm water diversion walls and French drains to divert water from ponds, bog filters and buildings. The expansion also includes the installation of rain water collection systems to capture the 5000 sq. ft of rooftop rain yielding 180,000+ gallons of recovered water annually.
Scenario 11: Radiological Attack – Radiological Dispersal Device	1	5	5	Founders and Executive Director are REACT/s and NMRT trained. PAPRs and PPE on site. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint.
Scenario 12: Explosives Attack – Bombing Using Improvised Explosive Device	1	5	5	Founders and Executive Director HAZMAT trained and CBRNE trained with access to treatments. Copious water on site for decon. PAPRs and PPE on site. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint.
Scenario 13a: Biological Attack – Human Food Chain Contamination	1	1	5	The facility does not feed the public. Human food chain disruption would impact staff and potentially alter event planning but has no business impact of significance. The facility grows vegetables as part of its aquaponic filtration system and as part of its technology development program. These vegetables are available to staff for personal use.
Scenario 13b: Biological Attack – Animal Food Chain Contamination	2	5	5	The facility obtains fish food from several retailers, for a single primary supplier. The Institute keeps a minimum 30-day reserve of food on site at all times and has never suffered a supply chain interruption. A list of alternative fish food suppliers is maintained and accounts with alternate vendors have been established.
Scenario 14a: Biological Attack – Foreign Animal Disease	2	3	5	Whether naturally occurring or man-made, foreign animal disease is a potential in any animal care environment. The facility shelter tanks are outdoors and subject to over flying birds that can spread disease. The species maintained by the Institute are not susceptible to the majority of diseases that occur naturally or by man-made events. Sick animals are isolated for a 6-week quarantine. The facility has

				agreements with veterinary services to care for ill animals and perform diagnostic necropsy as indicated. The Institute maintains a supply of broad-spectrum fish anti-infective agent for use if needed along with maintaining a pond salinity sufficient to suppress or destroy Koi Herpes Virus.
Scenario 14b: Biological Attack – Rescue/Shelter Animal Disease	3	5	4	Whether naturally occurring or man-made, foreign animal disease is a potential in any animal care environment. The facility shelter tanks are outdoors and subject to over flying birds that can spread disease. The species maintained by the Institute are not susceptible to the majority of diseases that occur naturally or in rescues/shelters. Sick animals are isolated for a 6-week quarantine. The facility has agreements with veterinary services to care for ill animals and perform diagnostic necropsy as indicated. The Institute maintains a supply of broad-spectrum fish anti-infective agent for use if needed along with maintaining a pond salinity sufficient to suppress or destroy Koi Herpes Virus.
Scenario 15a: Infrastructure Attack - Cyber Attack - Ransomware/Virus	3	2	3	That a backup of critical computer systems occurs daily (usually synchronized hourly) and these backups (usually cloud based and across laptops) are sent to offsite storage daily. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint.
Scenario 15b: Infrastructure Attack - Power Outage	2	5	3	The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint.
Scenario 15c: Infrastructure Attack - Water Outage	1	1	1	The facility has independent well source of water. The expansion includes the installation of storm water diversion walls and French drains to divert water from ponds, bog filters and buildings. The expansion also includes the installation of rain water collection systems to capture the 5000 sq. ft of rooftop rain yielding 180,000+ gallons of recovered water annually.
Scenario 15d: Infrastructure Attack - Transportation / Road Outage	2	3	4	The facility is located in a remote area of the Tiger Creek Nature Preserve inside the Tiger Creek State Forest and accessible via a single unpaved one lane forest road. The access road is subject to blockage by fallen trees but has never flooded or washed out. The facility and its neighbors have the equipment clear road

				blockages by fallen trees and to repair the road structure as needed. Man-made road blockages within the forest are unlikely, but would require law enforcement and county/state DOT intervention. The Tiger Creek Nature Preserve and the Tiger Creek State Forest are accessed by any one of three paved public two-lane roads, separated by several miles. There is no history of a local or regional event blocking all three paved roads contemporaneously. Blockages of the paved public forest access roads are unlikely, but would require law enforcement and county/state DOT intervention.
Natural Disaster – Tornado	3	2	5	Physical facility hardened to 135 mph winds and is 60 miles inland away from storm surge. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint. The facility has been undamaged even after 100 mph winds. Secure heavy equipment and any outdoor objects that can be wind borne projectiles. Check generator and while facility battery system readiness, subscribe to automated notification system, check cell phone charge and function, emergency food and water on site, first aid supplies, AED and medical supplies on site, staff trained for sheltering in place, arrange for online bill pay solution, activate telework policy.
Natural Disaster - Severe Thunderstorm / Lightening	5	3	3	Physical facility hardened to 135 mph winds and is 60 miles inland away from storm surge. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint. The facility has been undamaged even after 100 mph winds. Secure heavy equipment and any outdoor objects that can be wind borne projectiles. Check generator and while facility battery system readiness, subscribe to automated notification system, check cell phone charge and function, emergency food and water on site, first aid supplies, AED and medical supplies on site, staff trained for sheltering in place, arrange for online bill pay solution, activate telework policy. The expansion includes the installation of lightning mitigation as needed, installation of storm water diversion walls and French drains to divert water from ponds, bog filters and buildings. The expansion also includes the installation of rain

				water collection systems to capture the 5000 sq. ft of rooftop rain yielding 180,000+ gallons of recovered water annually.
Natural Disaster – Flooding	3	4	3	Physical facility hardened to 135 mph winds and is 60 miles inland away from storm surge and on one of the highest points in the peninsula of the state of Florida. The facility has whole building battery back-up and a generator with on-site fuel for 5 weeks plus solar panels and a wind turbine for near indefinite power and a negative carbon footprint. The facility has been undamaged even after 100 mph winds. Check generator and while facility battery system readiness, subscribe to automated notification system, check cell phone charge and function, emergency food and water on site, first aid supplies, AED and medical supplies on site, staff trained for sheltering in place, arrange for online bill pay solution, activate telework policy. The expansion includes the installation of lightning mitigation as needed, installation of storm water diversion walls and French drains to divert water from ponds, bog filters and buildings. The expansion also includes the installation of rain water collection systems to capture the 5000 sq. ft of rooftop rain yielding 180,000+ gallons of recovered water annually.
Natural Disaster - Extreme Heat / Climate Change	5	3	3	The physical facility has a single HVAC system providing both air conditioning and heating. The HVAC system was new in 2015 and is maintained semiannually and as needed. The system includes a whole building ventilation system capable of cooling the building with natural air. The covered outdoor space is larger than the indoor space and suitable for operations 24, 7, 365 as a primary or secondary business space. Implement quarterly inspection of HVAC system, ensure filters on A/C are changed regularly, ensure water lines are checked for reliability, emergency drinking water supply. Rhinoshield reflective coating has already been applied to the building to reduce heat and the building is the most energy efficient building with an aquaculture operation in North America and the fourth most energy efficient building recorded in RESNET with a HERS rating of -63. The expansion includes installation of pergola on all sides to the facility building with share screens and polycarbonate roof to shade the building and windows, installation of landscaping, bog filters and aquaponic garden options to provide shade and to

				keep pond temperatures in the range of 60°F to 85°F. outdoor furniture is wood and/or ventilated material.
Natural Disaster – Drought	5	5	3	Climate change has already resulted in a relative drought in the Central Florida area with annual rainfall less than half of that three to four decades ago. Institute has independent well source of water. The expansion includes enclosing shelter tanks and water lines to reduce water loss, install screen enclosures, ensure emergency water supply is sufficient, consult with water conservation experts to engineer maximum water efficiency and to conduct water conservation training for staff, installation of storm water diversion walls and French drains to divert water from ponds, bog filters and buildings. The expansion also includes the installation of rain water collection systems to capture the 5000 sq. ft of rooftop rain yielding 180,000+ gallons of recovered water annually.
Man-Made Disaster - Fire / Wildfire / Forest Fire	5	5	3	Climate change has already resulted in a relative drought in the Central Florida area with annual rainfall less than half of that three to four decades ago. As a result, the Tiger Creek Forest has suffered two wildfires in the past decade. While the facility is located inside the Tiger Creek Nature Preserve which is inside the Tiger Creek State Forest, only one of the two fire came close to the Institute facility. Forest fire has been successfully mitigated for the past five years through the use of controlled burns to remove fire fuel. This controlled burn program has been managed by local fire service, state forestry service, US Forestry Service, The Nature Conservancy and the Tiger Creek Owners Association. The Institute has an independent well as a source of water and over 50,000 gallons of on-site water (over 100,000 gallons after expansion).
Facility Failure - HVAC system outage	2	5	5	The physical facility has a single HVAC system providing both air conditioning and heating. The HVAC system was new in 2015 and is maintained semiannually and as needed. The system includes a whole building ventilation system capable of cooling the building with natural air. The covered outdoor space is larger than the indoor space and suitable for operations 24, 7, 365 as a primary or secondary business space. Implement quarterly inspection of HVAC system, ensure filters on A/C are changed regularly, ensure water lines are checked for reliability, maintain an emergency drinking water supply. Rhinoshield reflective coating has already

				been applied to the building to reduce heat and the building is the most energy efficient building with an aquaculture operation in North America and the fourth most energy efficient building recorded in RESNET with a HERS rating of -63. The expansion includes installation of pergola on all sides to the facility building with share screens and polycarbonate roof to shade the building and windows, installation of landscaping, bog filters and aquaponic garden options to provide shade and to keep pond temperatures in the range of 60°F to 85°F. outdoor furniture is wood and/or ventilated material.
Facility Failure - Filtration system outage	2	5	4	The physical facility has a single sand and bioreactor-based filtration system powered by a single 3 hp circulation pump. The filtration system was new in 2015 the pump updated for energy efficiency in 2018. A back-up pump is on site in the event of a pump failure. Implement daily inspection of the filtration system, ensure the sand filter is backwashed often. Ensure the water lines are flowing and water circulating. The expansion will convert the filtration system to a bog/wetland filtration system with a 90% improvement in efficiency. The new system will use dual pumps, one fully solar and the second grid powered (240vac sp). The Institute has also partnered with a solar equipment manufacturer to create self-contained solar pond circulator, aerators filters as emergency shelter in place systems for ponds on site and in the community.
Facility Failure - Pond Aeration System Failure	2	5	4	The physical facility has a redundant aeration system powered by dual 100 cfm diaphragm pumps. The aeration system was new in 2015 and the dual pump system upgraded in 2018. A back-up pump is on site in the event of a primary pump failure. The back-up pump activated automatically when air pressure falls. Implement daily inspection of the aeration system, ensure the intake air filter is cleaned often. Ensure the air lines are flowing and water bubbling. The expansion will convert the air system to a high output system with an ozone cone to improvement sanitation and oxygenation. The new system will use blower pumps. The Institute has also partnered with a solar equipment manufacturer to create self-contained solar pond circulator, aerators filters as emergency shelter in place systems for ponds on site and in the community.

Facility Failure - Pond Breach	1	5	4	The current ponds are concrete wall or rigid rolled plastic. A tank rupture would require significant force and is highly unlikely. In the event of a plumbing rupture or other event compromising water containment, each tank can be isolated by valves and fish moved to unaffected tanks.
Facility Failure - Animal Escape	1	1	5	The facility is land locked making an animal escape impossible. Tanks are equipped with nets and other measures to prevent breaching fish from landing outside the tank. Any fish escaping a tank, if not recovered immediately, would die.

1.7 Business Impact Analysis Summary

The Institute has a number of programs that provide services to animal welfare organizations, animal owners or animals themselves while other programs provide financial support for the Institute, its programs and the animals in its care.

DISASTER EDUCATION & READINESS

Bridging Preparedness Education for Humans and Animals

Our goal is to share our two decades of disaster readiness experience with animal welfare organizations, caretakers, and pet owners, as they implement contingency plans for natural and manmade disasters.

Resources

- website hosting curated list of online classes and other resources for disaster readiness.

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

MUTUAL AID & COOPERATION

Partnering for the Benefits of Humans and The Animals in Their Care

We partner with public and private organizations, sharing resources and fostering partnerships to improve disaster preparedness, response, and recovery.

Resources

- website hosting a partnership page for organizations to partner with the Institute and a directory page for these partners.
- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

AQUATIC PET RESCUE & SHELTER

Caring for Our Finned Friends

When disaster strikes, most aquatic pet owners have limited options to secure the safety of their pets. Sheltering in place may not be possible if there is no power to provide aeration and “pet-friendly” shelters do not include ponds or aquariums. Our goal is to provide an option for aquatic pet owners in need of rescue and shelter for their finned friends.

Resources

- electricity, filtration, aeration, animal feed, staff, the website for animal sponsorship and adoption

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs
- Interruption of critical supplies
- Interruption of product distribution

SCIENTIFIC RESEARCH SUPPORT

Sharing the Scientific Truth and Experience

The High Alert Institute team has over a century of combined research experience in medical, nursing, behavioral health, and disaster sciences. Our team provides support to researchers and technology developers through comprehensive literature searches and reviews, as well as failure mode database searches and adjudicated reviews.

Resources

- staff and computers for literature searches/reviews and failure mode database searches/adjudications/reviews.

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements

- Imposition of fines and penalties or legal costs
- Interruption of critical database access

ENVIRONMENTAL STEWARDSHIP & GREEN TECHNOLOGY

Protecting Nature Through Innovation

Our efforts in shelter and rescue are the main focus of our environmental stewardship, reducing the environmental impact of non-native aquatic animals being dumped into public waterways. The High Alert Institute also assists innovators with the design, development, and evaluation of green and renewable energy technologies. Reducing the carbon footprint associated with disaster preparedness, response, and recovery furthers our continued mission to mitigate risk and improve resilience.

Resources

- website hosting a technology partnership page for organizations to partner with the Institute and a directory page for these partners.

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs
- Interruption of critical supplies
- Interruption of product distribution

SOCIAL DETERMINANTS of HEALTH (SDoH) Raising Awareness of Environmental Health Factors for Humans and Animals Non-medical factors that impact overall health are termed Social Determinants of Health or SDoH. Noise pollution, poor air quality, and poor water quality are three environmental factors known to have a strong link to overall health. And the same environmental factors that impact humans impact their pets and other animals in their care. We continue to assist in advocacy, education, and technology development to mitigate the impact of SDoH on humans and animals alike.

Resources

- website hosting curated list of SDoH-related and other resources.

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

DISASTER BEHAVIORAL HEALTH

Promoting Mental and Emotional Resilience

Disasters disrupt life and impact our sense of personal, family, and community safety. Survivors and responders alike often are not aware of the emotional, psychological or spiritual challenges that they may face from disaster onset through recovery. With two decades of experience training responders and communities to prepare for the behavioral health aspects of disasters, we will continue to provide education and a curated list of resources to groups or individuals.

Resources

- website hosting curated list of Behavioral Health-related and other resources.

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

THE JOY OF KOI

Healing Through Koi Therapy

Disasters are defined as situations in which needs exceed or overwhelm available resources. Some disasters affect an entire community, while other disasters impact individuals and families. Crises of physical or psychological health can be very personal disasters. The therapeutic value of pets during illness, trauma, and recovery is well established. And Koi fish may be well suited for people who are not able to provide verbal pet commands or physically care for pets like dogs and cats. Koi ponds are also a source of beauty and peace, providing an ideal setting for quiet reflection or meditation. We are working to partner with pond installers and aquatic pet rescues/shelters to offer free or reduced-cost ponds with rehomed Koi fish to people seeking this type of pet therapy.

Resources

- electricity, filtration, aeration, animal feed, staff, the website for animal sponsorship and adoption

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs
- Interruption of critical supplies
- Interruption of product distribution

DIRECT DONATION

Community Cash Support of the Institute

The Institute relies on cash donations to support its many programs and services. The Institute uses a combination of website fundraising, email solicitation, estate giving, and direct mail to enroll donors and obtain funds.

Resources

- website hosting various donation pages and other resources, bulk email account(s), direct mail printer.

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

PATENTS & INNOVATIONS FOR GOOD

Never Let a Good Idea Go to Waste

The High Alert Institute IP Donation Program seeks to rescue stranded, technology-related IP with the potential for development into marketable products. Once accepted by the program, the owner/inventor is eligible for a tax deduction equivalent to the fair market value of the IP. The Institute receives the patent licensing fees or revenue from the sale of the IP to businesses, helping us to fund our mission. In turn, businesses are able to advance their markets and create jobs for less money than starting a project from scratch.

Resources

- website hosting various IP donation pages and other resources, IP transfer partner.

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

PHOTOGRAPHY FOR GOOD

Make a Difference with Your Eye for Nature

Professional photographers, amateurs, and legal copywrite holders are all welcome to participate in the High Alert Institute Nature Photo Donation Program. Sales of the images benefit the Institute and donors are eligible for tax deductions equivalent to the fair market value of their photos.

Resources

- website hosting various photo donation pages and other resources, bulk email account(s), stock photo sales partner(s).

Vulnerabilities:

- Stock photo site closure/failure
- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

VOLUNTEER

Apply Your Talents to One or More Institute Program

From the staffing pool to the shelter ponds, from the boardroom to the classroom, and from reading the science to writing the analyses, High Alert Institute programs and services benefit from the experience, expertise, and generosity of our volunteers.

Resources

- website hosting various volunteer pages and other resources, bulk email account(s).

Vulnerabilities:

- Employees unable to report to work
- Customers unable to communicate with staff
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

SHOPPING FOR GOOD

Do Good While Shopping Online

For eligible purchases through AmazonSmile, the AmazonSmile Foundation will donate 0.5% of the purchase price to the High Alert Institute. There is no cost to charitable organizations or to AmazonSmile customers. All you need to do is push the SMILE NOW button and select to support THE HIGH ALERT INSTITUTE on AmazonSmile.

Resources

- AmazonSmile account.

Vulnerabilities:

- Amazon site closure/failure
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs

BIA Summary

Business Unit	Manager	Process	RTO	Daily Loss	Function	Risks	Comment
Finance	Zach	A/P	>48	\$18	Pay Bills	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27	Discuss telework policy & VPN solution, online banking, autopay of bills
Fundraising	Robert	A/R	>48	\$2,750	Collect Funds	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27	Discuss telework policy & VPN solution, online banking, recurring gift, direct deposit
Finance	Allison	Payroll	>48	\$198	Payroll	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27	Discuss potential manual work-around procedures/paper check supplies and timesheets, autopay of benefits, direct deposit
HR	Allison	Volunteers	>48	\$848	Volunteer Services	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27	Discuss telework policy & VPN solution
Shelter/Rescue	Allison	Animal Care	< 6	\$3000	Animal Care	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31	Discuss alternate suppliers for food, activate back-up power, filtration and/or aeration as needed, Transfer animals to alternate tanks as needed
Shelter/Rescue	Allison	Veterinary Care	>24	\$100	Veterinary Care	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27	Discuss telework policy & VPN solution
Education	Maurice	Disaster Readiness Education	>48	\$50	Online Education	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27	Discuss telework policy & VPN solution, Alternate server for website
Technology Development and IP transfer	Maurice	Development and Transfer	>72	\$3000	Development and Transfer	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27	Discuss telework policy & VPN solution,

1.8 Business Continuity Strategy

In the event of a declared disaster affecting the High Alert Institute facility, business operations will utilize telework system from the safest self-evacuation site, hotel or shelter. Contact information for the partial list of self-evacuation sites, hotels and shelters is located in Chapter 2 of this Business Continuity Plan. Additional information, including the contract and a map, can be found in Appendix D.

1.9 Emergency Operations Center (EOC) Locations/Contacts

EOC Location	Outdoor Living and Work Space
EOC Point of Contact	Allison Sakara
POC Phone Number	863-696-8090

EOC Location	Hyatt Grand Cypress Hotel
EOC Point of Contact	Allison Sakara
POC Phone Number	412-589-0212

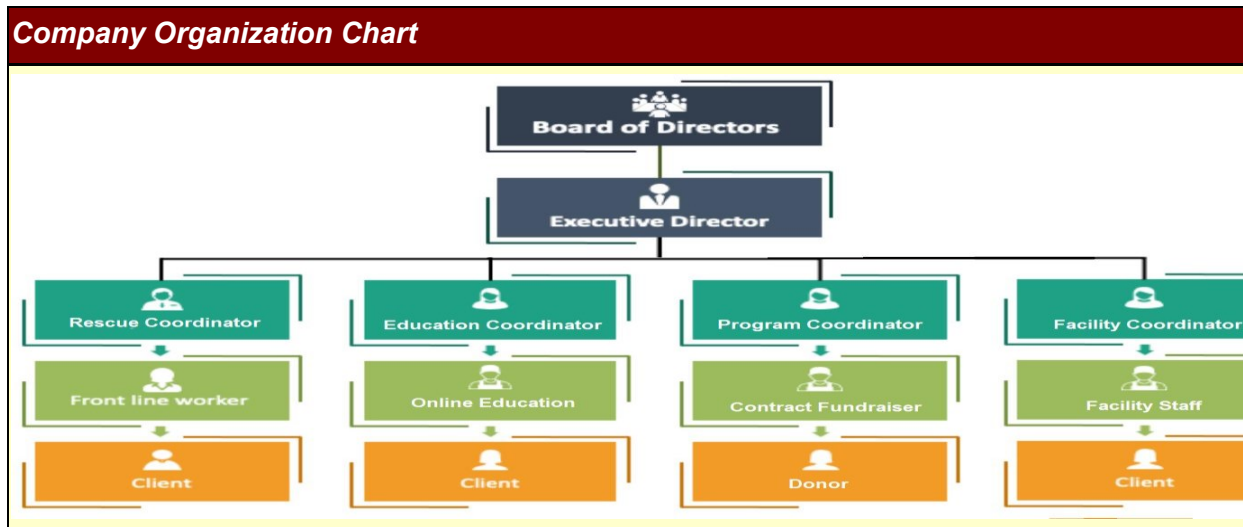
EOC Location	Orange County Medical Needs Shelter
EOC Point of Contact	Allison Sakara
POC Phone Number	412-589-0212

1.10 Alternate Site Locations and Contacts

Alternate Site	Hyatt Grand Cypress Hotel
Alternate POC	Reservations
Contact Phone Number	407-239-1234

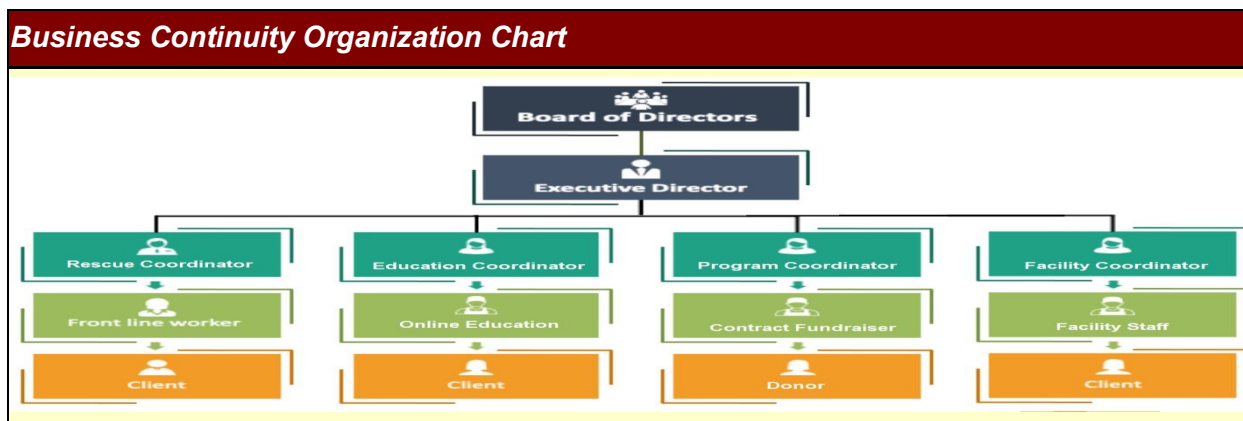
Offsite Storage	Google Cloud
Offsite Storage POC	Robert
Contact Phone Number	706-871-4495

1.11 Organization Chart



1.12 BCP Team Descriptions and Organization Chart

Additional responsibilities for some teams are discussed in the Disaster Recovery Plan for information technology.



1.12.1 Executive Management Team

Consists of senior management (at the subject location) and an alternate. Obligates funds and makes decisions on behalf of the organization. Responsible for the overall direction, decision-making, and approvals required to implement the Business Continuity Plan. The BCP can generally be activated only by the Executive Management Team, especially if a commercial vendor charges a declaration fee upon disaster notification. This team also has overall responsibility for the management of business operations.

1.12.2 Business Continuity Coordinator (BCC)

Responsible for assisting in the activation of the Business Continuity Plan. The BCC coordinates all BCP activities and reports to the Executive Management Team. Responsible for ensuring the plan is updated and maintained. May have specific tasks and areas of responsibility related to the overall implementation of the BCP. Because of his or her responsibilities, the BCC will become the most knowledgeable person in the details of the BCP. The

BCC is frequently designated to provide emergency notification to the Alternate Site and Offsite Storage facility (as discussed earlier in this chapter), if applicable.

1.12.3 Damage Assessment /Salvage Team

Responsible for the damage assessment of the company's location, equipment, hardware, and furnishings and identifying assets that can be removed from the site and salvaged through repairs, refurbishing, or cleaning for re-use. The Damage Assessment/Salvage Team will document their observations and provide a briefing to the Executive Management Team so key decisions can be made. Works with the Facilities/Security Team (below) to verify if the building can be occupied after the disaster. After damage assessment is completed, this team will also be responsible for coordinating salvage operations as required.

1.12.4 Logistics/Transportation Team

Responsible for making emergency arrangements for personnel transportation, lodging, and dining at the alternate site. Also responsible for ordering and ensuring the delivery of offsite storage items and supplies from the Supplies List (discussed in Chapter 2).

1.12.5 PR/Communications/Marketing Team

Responsible for all Public Relations, crisis communications and other essential communications (e.g. coordination with public authorities). Responsible for ensuring that critical marketing business functions are operational and providing customer support.

1.12.6 Facilities/Security Team

Responsible for the facility and its security. In a disaster, this team is also responsible for providing security to the Alternate Site if required. The Facilities/Security Team will also work with the Executive Management Team in providing oversight for repairs and reconstruction of the damaged facility.

1.12.7 IT/Telecommunications Team

Responsible for restoring all critical computer systems and workstations. Responsible for the restoration and maintenance of all voice and data communications. Also responsible for ensuring telephones are operational at the Alternate Site.

1.12.8 1.12.8 Finance/Accounting Team

Responsible for restoring all financial functions, including payroll, and ensuring that all critical accounting business functions are operational and accurate.

1.12.9 1.12.9 Human Resources Team

Responsible for restoring all human resource functions. In a disaster, this team is responsible for responding to special needs of employees brought on as a result of the disaster to include workers compensation, insurance issues, stress management, grief counseling, etc.

1.13 Emergency Response Plan Summary

Emergency Response Plan Summary

This Emergency Response Plan establishes the procedures and processes required by the High Alert Institute to respond to any severe interruption or disruption resulting from a disaster event. This plan sets out the guidelines for coordination and cooperation with local Emergency Responders and provides instructions for High Alert Response Teams and personnel. It establishes the parameters for declaring an emergency event and the steps necessary to activate the High Alert Institute response and recovery teams so that they can respond to any emergency event. High Alert Institute has executed Mutual Aid Agreements (MAAs), Memorandums of Understanding (MOUs), and Cooperative Agreements (CAs) with Zoo Disaster Rescue, Response & Recovery (ZDR3), the Fort Worth Zoo, and others to mutually assist in care for animals at partner facilities as space is available and if the need arises.

2 CRITICAL BUSINESS INFORMATION

2.1 Team Call List

Executive Management Team Call List

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Work Unit / Department</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	asakara@HighAlertInstitute.org	Executive Director	4800 Ben Hill Trail, Lake Wales, FL 33898
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	Chairperson	4800 Ben Hill Trail, Lake Wales, FL 33898

Damage Assessment/Salvage Team Call List

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Work Unit / Department</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	asakara@HighAlertInstitute.org	Executive Director	4800 Ben Hill Trail, Lake Wales, FL 33898
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	Chairperson	4800 Ben Hill Trail, Lake Wales, FL 33898

Logistics/Transportation Team Call List

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Work Unit / Department</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	asakara@HighAlertInstitute.org	Executive Director	4800 Ben Hill Trail, Lake Wales, FL 33898

Business Continuity Coordinator Call List

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Work Unit / Department</i>	<i>Home Address</i>
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	Chairperson	4800 Ben Hill Trail, Lake Wales, FL 33898

PR/Communications/Marketing Team Call List

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Work Unit / Department</i>	<i>Home Address</i>
Monique Tapie	917-757-4866	917-757-4866	917-757-4866	MTapie@HighAlertInstitute.org	Board	4800 Ben Hill Trail, Lake Wales, FL 33898

Facilities/Security Team Call List

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Work Unit / Department</i>	<i>Home Address</i>
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	Chairperson	4800 Ben Hill Trail, Lake Wales, FL 33898

IT/Telecommunications Team Call List

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Work Unit / Department</i>	<i>Home Address</i>
Robert Durham	706-871-4495	706-871-4495	706-871-4495	RDurham@HighAlertInstitute.org	IT	4800 Ben Hill Trail, Lake Wales, FL 33898

Finance/Accounting Team Call List

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Work Unit / Department</i>	<i>Home Address</i>
Zachary Walters	949-331-7397	949-331-7397	949-331-7397	ZWalters@HighAlertInstitute.org	Board Treasurer	4800 Ben Hill Trail, Lake Wales, FL 33898
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	Executive Director	4800 Ben Hill Trail, Lake Wales, FL 33898

Human Resources Team Call List

Name	Mobile Phone Number	Work Phone Number	Home Phone Number	Email	Work Unit / Department	Home Address
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	Executive Director	4800 Ben Hill Trail, Lake Wales, FL 33898

Animal Rescue Team Call List

Name	Mobile Phone Number	Work Phone Number	Home Phone Number	Email	Work Unit / Department	Home Address
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	Chairperson	4800 Ben Hill Trail, Lake Wales, FL 33898

2.2 Team Task List**Executive Management Team Team Task List**

#	Task	Assigned	Frequency	Method	Schedule
1	Report to EOC	Executive Director, Treasurer, Secretary, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD
2	Request status update from Damage Assessment Team Lead	Chairperson	Once	Conference Call, Video Call, Face-to-Face	TBD
3	Request status update from Animal Rescue Team on rescue needs and requests	Chairperson	As Needed	Conference Call, Video Call, Face-to-Face	TBD

4	A/P Bill Payment	Executive Director, Treasurer	Weekly	Conference Call, Video Call, Face-to-Face	TBD
5	A/P Payroll	Executive Director, Treasurer	Weekly	Conference Call, Video Call, Face-to-Face	TBD
6	Fundraising	Executive Director, Treasurer, Program Director	Daily	Conference Call, Video Call, Face-to-Face	TBD

Damage Assessment/Salvage Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	Assess Facility	Executive Director, Chairperson	Daily	Physically tour facility	TBD
2	Report to EOC	Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD

Logistics/Transportation Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	Assess Animal relocation need	Executive Director, Chairperson	Daily	Physically tour facility	TBD
2	Report to EOC	Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD

Business Continuity Coordinator Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	Meet with Executive Director	Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD
2	Request update from Finance for A/P and Payroll	Executive Director, Chairperson, Treasurer	Weekly	Conference Call, Video Call, Face-to-Face	TBD

3	Request update from Program Director for programs and fundraising	Executive Director, Chairperson, Program Director	Daily	Conference Call, Video Call, Face-to-Face	TBD
4	Report to EOC	Executive Director	Daily	Conference Call, Video Call, Face-to-Face	TBD

PR/Communications/Marketing Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	Review public and internal messaging	Public Information Officers, Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD
2	Craft and Deliver public and internal messages	Executive Director, Public Information Officer, Chairperson	As Needed	Conference Call, Video Call, Face-to-Face	TBD
3	Report to EOC	Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD

Facilities/Security Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	Maintain and repair facility equipment	Executive Director, Chairperson, Staff	As Needed	In Person	TBD
2	Report to EOC	Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD

IT/Telecommunications Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	Assess telecommunications, website, social media needs and capabilities	IT, Executive Director, Chairperson	Daily	Online	TBD
2	Report to EOC	Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD

Finance/Accounting Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	A/P Bill Payment	Executive Director, Treasurer	Weekly	Conference Call, Video Call, Face-to-Face	TBD
2	A/P Payroll	Executive Director, Treasurer	Weekly	Conference Call, Video Call, Face-to-Face	TBD
3	Fundraising	Executive Director, Treasurer, Program Director	Daily	Conference Call, Video Call, Face-to-Face	TBD
4	Report to Management Team	Executive Director, treasurer, Secretary, Chairperson, Program Director	Daily	Conference Call, Video Call, Face-to-Face	TBD

Human Resources Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	Assess volunteer status and availability	Executive Director, Chairperson, Secretary, Program Director	Daily	Conference Call, Video Call, Face-to-Face	TBD
2	Report to Management Team	Executive Director, Chairperson, Secretary, Program Director	Daily	Conference Call, Video Call, Face-to-Face	TBD

Animal Rescue Team Team Task List

#	Task	Assigned	Frequency	Method	Schedule
1	Assess needs for on site or community animal rescue	Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD
2	Report to EOC	Executive Director, Chairperson	Daily	Conference Call, Video Call, Face-to-Face	TBD

2.3 Team Action Plan**Response Team Action Plan**

<i>Business Continuity Response Teams</i>		
<i>Executive Management Team</i>	<i>Business Continuity Coordinator</i>	<i>Damage Assessment/Salvage Teams</i>
<i>Logistics/Transportation Team</i>	<i>PR/Comms/Marketing Team</i>	<i>Facility/Security Team</i>
<i>IT/Telecommunication Team</i>	<i>Finance/Accounting Team</i>	<i>Human Resources Team</i>

Response Team: Executive Management Team

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Zachary Walters	949-331-7397	949-331-7397	949-731-7397	ZWalters@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Heidi Cordi	914-621-6080	914-621-6080	914-621-6080	HCordi@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Coordinate Emergency Responders
- Report to Executive Management Team
- Report to EOC
- Coordinate All Institute Disaster Response Teams

Tasks: (Primary Facility)

- Secure Facility
- Notify Local Emergency Response and First Responders if needed
- Secure Animals, assess animal injuries and needs
- Secure staff/visitors, assess human injuries and needs

Tasks: (Alternate Site)

- Secure Alternate site space (call for reservations/bed availability)

-
- Secure facility and alternate facility
 - Secure Animals prior to departure, ensure safety until next site visit
 - Evacuate all staff/visitors from primary site

Response Team: Damage Assessment/Salvage Team

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Assess facility structure, equipment and access
- Assess animal wellbeing and safety
- Assess staff/visitor wellbeing and safety

Tasks: (Primary Facility)

- Assess primary facility by physically touring facility several times daily
- Assess availability of alternate facility as needed

Tasks: (Alternate Site)

- Assess primary facility once daily by physically touring the primary facility
- Assess alternate facility several times daily

Response Team: Logistics/Transportation Team

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissanceodc@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Secure transportation for animals as needed
- Maintain supply chain for materials and feed
- Secure transportation for staff/visitors as needed

Tasks: (Primary Facility)

- Ensure road access to primary facility
- Confirm delivery of supplies due for delivery
- Arrange animal transportation as needed
- Arrange staff/visitor transportation as needed

Tasks: (Alternate Site)

- Ensure road access to primary and alternate facility
- Confirm and if needed meet deliveries for supplies at either facility
- Arrange animal transportation as needed
- Arrange staff/visitor transportation as needed

Response Team: Business Continuity Coordinator

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Robert Durham	706-871-4495	706-871-4495	706-871-4495	RDurham@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Heidi Cordi	914-621-6080	914-621-6080	914-621-8090	HCordi@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Zachary Walters	949-331-7397	949-331-7397	949-331-7397	ZWalters@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Ensure continuation of Institute operations

Tasks: (Primary Facility)

- Secure facility, Facility access and Facility communications to enable business operations

Tasks: (Alternate Site)

- Secure alt facility, alt. facility access and alt. facility communications to enable business operations

Response Team: PR/Communications/Marketing Team

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Monique Tapie	917-757-4866	917-757-4866	917-757-4866	MTapie@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Maintain factual and appropriate messaging internally within the Institute and externally to the communities we serve

Tasks: (Primary Facility)

- Review and craft messaging for internal and external use

Tasks: (Alternate Site)

- Review and craft messaging for internal and external use

Response Team: Facilities/Security Team
--

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Secure and maintain the primary facility and its equipment
- Secure the alt. facility as needed

Tasks: (Primary Facility)

- Maintain and repair primary facility equipment
- Secure the primary facility

Tasks: (Alternate Site)

- Secure the alt. facility

Response Team: IT/Telecommunications Team

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Robert Durham	706-871-4495	706-871-4495	706-971-4495	RDurham@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Maintain communications for the Institute
- Maintain website operations for the Institute
- Maintain integrity and back-up for all Institute data

Tasks: (Primary Facility)

- Maintain voice and data communications
- Maintain website online
- Daily data back-ups and several time daily data synchronizations

Tasks: (Alternate Site)

- Maintain voice and data communications
- Maintain website
- Daily data back-ups and several time daily data synchronizations

Response Team: Finance/Accounting Team

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Zachary Walters	949-331-7397	949-331-7397	949-331-7397	ZWalters@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Bill payment on terms that ensure the Institute can respond and recover from the disaster quickly
- Ensure payroll and benefits are paid
- Fundraising and grant applications for disaster response and recovery

Tasks: (Primary Facility)

- Pay Bills
- Pay Staff
- Pay Benefits
- Fundraise
- Apply for Grants and Disaster Funding

Tasks: (Alternate Site)

- Pay Bills
- Pay Staff
- Pay Benefits
- Fundraise
- Apply for Grants and Disaster Funding

Response Team: Human Resources Team
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<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Coordination and safety of volunteers
- Coordination and safety of staff

Tasks: (Primary Facility)

- Schedule volunteers
- Schedule staff
- Recruit and on-board new staff and volunteers as needed

Tasks: (Alternate Site)

- Schedule volunteers
- Schedule staff
- Recruit and on-board new staff and volunteers as needed

Response Team: Animal Rescue Team

<i>Name</i>	<i>Mobile Phone Number</i>	<i>Work Phone Number</i>	<i>Home Phone Number</i>	<i>Email</i>	<i>Home Address</i>
Allison A. Sakara	412-589-0212	863-696-8090	407-301-3458	ASakara@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898
Maurice A. Ramirez	407-301-3458	863-696-8090	412-589-0212	renaissancedoc@HighAlertInstitute.org	4800 Ben Hill Trail, Lake Wales, FL 33898

Responsibilities:

- Rescue animals in residence at the primary facility
- Rescue animals in the community
- Coordinate with outside animal rescues to rescue animals in the community
- Coordinate with outside animal rescues to rescue animals in communities outside Institute service areas

Tasks: (Primary Facility)

- Rescue and safeguard facility animals
- Rescue animals in the community
- Coordinate with outside animal rescues

Tasks: (Alternate Site)

- Safeguard primary facility animals
- Coordinate with outside animal rescues

2.4 Team Customer List

Executive Management Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Damage Assessment/Salvage Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Logistics/Transportation Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Business Continuity Coordinator Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

PR/Communications/Marketing Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Facilities/Security Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

IT/Telecommunications Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Finance/Accounting Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Human Resources Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Animal Rescue Team Customer List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

2.5 Mission Critical Equipment List

Executive Management Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Laptop	3	HP	Envy 17 2 TB SSD	\$3,000	\$9,000
Cellphone	2	Samsung	S9	\$450	\$900
5G Gateway	1	T-Mobile	5G Internet Gateway	\$50	\$50

Damage Assessment/Salvage Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
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Property of the High Alert Institute, Inc.

Cellphone with camera	2	Samsung	S9	\$450	\$900
Laptop	2	HP	Envy-17 with 2 TB SSD	\$3,000	\$6,000

Logistics/Transportation Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Cellphone	1	Samsung	S9	\$450	\$450
Laptop	1	Hp	Envy-17 with 2TB SSD	\$3,000	\$3,000

Business Continuity Coordinator Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Cellphone	1	Samsung	S9	\$450	\$450
Laptop	1	HP	Envy-17 with 2 TB SSD	\$3,000	\$3,000

PR/Communications/Marketing Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Cellphone	1	Samsung	S9	\$450	\$450
Laptop	1	HP	Envy-17 with 2 TB SSD	\$3,000	\$3,000

Facilities/Security Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Cellphone	1	Samsung	S9	\$450	\$450

Laptop	1	HP	Envy-17	\$3,000	\$3,000
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IT/Telecommunications Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Cellphone	1	Samsung	S9	\$450	\$450
Laptop	1	HP	Envy-17 with 2TB SSD	\$3,000	\$3,000

Finance/Accounting Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Cellphone	1	Samsung	S9	\$450	\$450
Laptop	1	HP	Envy-17 with 2 TB SSD	\$3,000	\$3,000

Human Resources Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Cellphone	1	Samsung	S9	\$450	\$450
Laptop	1	HP	Envy-17 with 2 TB SSD	\$3,000	\$3,000

Animal Rescue Team Mission Critical Equipment List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Cellphone	2	Samsung	S9	\$450	\$900
Laptop	1	HP	Envey-17 with 2 TB SSD	\$3,000	\$3,000

Gill Safe Net	2	Amazon		\$30	\$60
Savior 5k Shelter in Place Solar Circulator	10	NaturalCurrent	Savior 5k customized	\$700	\$7,000
Aquatic Rescue Transport Tank	10	NaturalCurrent	Custom Design	\$1,000	\$10,000
Pallet Jack	1	Uline		\$400	\$400

2.6 Team Software List

Executive Management Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Office	2019	Gen. Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web Browser and email	IT	RDurham@HighAlertInstitute.org
Network for Good		Fundraising and CRM	NFG	ashley.westbrook@networkforgood.com

Damage Assessment/Salvage Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Office	2019	Gen Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web Browser and email	IT	RDurham@HighAlertInstitute.org

Logistics/Transportation Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Office	2019	Gen Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web Browser and email	IT	RDurham@HighAlertInstitute.org

Business Continuity Coordinator Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Office	2019	Gen Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web Browser and email	IT	RDurham@HighAlertInstitute.org
Network for Good		Fundraising and CRM	NFG	ashley.westbrook@networkforgood.com

PR/Communications/Marketing Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Office	2019	Gen. Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web browser and email	IT	RDurham@HighAlertInstitute.org

Facilities/Security Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Office	2019	Gen. Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web browser and email	IT	RDurham@HighAlertInstitute.org

IT/Telecommunications Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Network for Good		Fundraising and CRM	NFG	ashley.westbrook@networkforgood.com
Office	2019	Gen. Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web browser and email	IT	RDurham@HighAlertInstitute.org

Finance/Accounting Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Network for Good		Fundraising and CRM	NFG	ashley.westbrook@networkforgood.com
Office	2019	Gen. Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web browser and email	IT	RDurham@HighAlertInstitute.org

Human Resources Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Network for Good		Volunteer tracking & CRM	NFG	ashley.westbrook@networkforgood.com
Office	2019	Gen. Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web browser and email	IT	RDurham@HighAlertInstitute.org

Animal Rescue Team Software List

<i>Software Name</i>	<i>Version</i>	<i>Purpose</i>	<i>POC</i>	<i>Phone/Email</i>
Office	2019	Gen. Office	IT	RDurham@HighAlertInstitute.org
Chrome		Web Browser and email	IT	RDurham@HighAlertInstitute.org

2.7 Team Supplies List**Executive Management Team Supplies List**

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

Damage Assessment/Salvage Team Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

Logistics/Transportation Team Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

Business Continuity Coordinator Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

PR/Communications/Marketing Team Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

Facilities/Security Team Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

IT/Telecommunications Team Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

Finance/Accounting Team Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

Human Resources Team Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>

Animal Rescue Team Supplies List

<i>Item Name</i>	<i>Quantity</i>	<i>Source</i>	<i>Item Number</i>	<i>Cost/Item</i>	<i>Total</i>
Fish Feed	2 bags	Blackwater Creek	Enhanced Growth	\$189	\$378

Fish Anti-Infective	5 gallons	Amazon		\$79	\$396
Stress-Coat	5 gallons	Amazon		\$29	\$145

2.8 Team Telecommunications List

Executive Management Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

Damage Assessment/Salvage Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

Logistics/Transportation Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

Business Continuity Coordinator Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

PR/Communications/Marketing Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

Facilities/Security Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

IT/Telecommunications Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

Finance/Accounting Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

Human Resources Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

Animal Rescue Team Telecommunications List

	<i>Company Name</i>	<i>Account Number</i>	<i>Phone Number</i>	<i>POC</i>	<i>Email</i>

2.9 Team Vendor List**Executive Management Team Vendor List**

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>
Pentair AES	877-347-4788	PAES.General@Pentair.com	2395 Apopka Blvd., Apopka, FL 32703	Aquaponic and Feed

Blackwater Creek	352-357-4563	sales@koisale.com	30540 FL-44, Eustis, FL 32736	Feed
AmazonSmile		https://smile.amazon.com		Office Supplies, Fish Meds, Rescue Supplies
Natural Current	855-372-8467	sales@naturalcurrent.com	PO Box 3803 Dana Point, CA 92629	Rescue tanks and Shelter in Place Solar Systems
Staples				Office Supplies

Damage Assessment/Salvage Team Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Logistics/Transportation Team Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Business Continuity Coordinator Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

PR/Communications/Marketing Team Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Facilities/Security Team Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

IT/Telecommunications Team Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Finance/Accounting Team Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Human Resources Team Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

Animal Rescue Team Vendor List

<i>Customer Name</i>	<i>Phone Number</i>	<i>Email Address</i>	<i>Mailing Address</i>	<i>Product</i>

2.10 Team Vital Records List

Executive Management Team Vital Records List

Record Type	Record Name	Steady State Location	Back-up?	Back-up Location	POC
Buildings/Facilities	Floor/Site Plan	All Laptops and File Cabinet	Yes	Cloud Drive	
Contracts	Shelter Records	All Laptops	Yes	Cloud Drive	
Accounting Records	Bookkeeping	Online with CPA	Yes	Cloud Drive	
Accounting Records	Donor Records	Online on NFG	Yes	Cloud Drive	
Accounting Records	Payroll	Online with CPA	Yes	Cloud Drive	
Employee, Customer and Supplier Databases	HR Records	Exec. Dir. Laptop	Yes	Cloud Drive	
Employee, Customer and Supplier Databases	Vendor List	All Laptops	Yes	Cloud Drive	
Engineering Plans/Drawings	Facility Blueprints	All Laptops and File Cabinet	Yes	Cloud Drive	
Personnel Files	HR Records	Exec. Dir. Laptop	Yes	Cloud Drive	
Insurance Policies	Policy Data	Exec. Dir. Laptop	Yes	Cloud Drive	
Supporting Documents for Claims	Policy Data	Exec. Dir. Laptop	Yes	Cloud Drive	

Damage Assessment/Salvage Team Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

Logistics/Transportation Team Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

Business Continuity Coordinator Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

PR/Communications/Marketing Team Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

Facilities/Security Team Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

IT/Telecommunications Team Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

Finance/Accounting Team Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

Human Resources Team Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

Animal Rescue Team Vital Records List

<i>Record Type</i>	<i>Record Name</i>	<i>Steady State Location</i>	<i>Back-up?</i>	<i>Back-up Location</i>	<i>POC</i>

3 PLAN ADMINISTRATION AND MAINTENANCE

The success of our Business Continuity Planning process and your BCP is largely in the hands of your BCC. The BCC has overall responsibility for coordinating with the team leads to design, develop, coordinate, implement, and administer the training, awareness programs, and updating and maintenance of the Business Continuity Plan.

The BCC is responsible for ensuring that the following actions occur (These tasks should be customized to your organization and may be delegated to planning team members):

- Provide BCP project coordination and management.
- Perform risk evaluation and mitigation as required.
- Conduct a Business Impact Analysis.
- Develop and obtain approval for the Business Continuity Strategy.
- Develop and implement the Business Continuity Plan.
- Create, implement, and maintain BCP Awareness and Training Programs.
- Develop, maintain, coordinate, exercise, and evaluate the BCP.
- Develop, maintain, coordinate, exercise, and evaluate plans for public relations and crisis coordination.
- Maintain GO bags and medical supply kits.
- Assist the Executive Management Team during a crisis/disaster as required.

If this responsibility is assigned to an individual based on skills and experience, a formal letter of designation should be provided to that individual outlining responsibilities and obligations. If this responsibility is assigned to a specific position, the responsibilities and qualification requirements should be included as part of the written position/job description.

A sample designation letter is included as Appendix G.

BCP Planning Team Guidance

Our strategy towards planning for personnel will align with the following foundational strategies, which will be applicable for the majority of potential disaster scenarios:

1. ensure the safety of personnel, visitors, and customers;
2. ensure the safety of animals in our care
3. enlist the services of local Emergency Responders;
4. evacuate to a refuge area or safe location;
5. shelter in place in designated safe rooms;
6. secure and protect corporate assets and the facility;
7. plans will only address mission essential functionalities to be recovered;
8. recover operations at an alternate site;
9. when possible and if applicable, consider the needs of the community at large.

All business recovery strategies to be developed will be developed based on the above eight foundational strategies. All strategies will include detailed information and procedures and will be written clearly and concisely so that the information in the plan is easily understood by all employees.

Team Members	Office Phone	Mobile Phone	Email
Maurice A. Ramirez	863-696-8090	407-301-3458	renaissancedoc@HighAlertInstitute.org
Allison A. Sakara	863-696-8090	412-589-0212	ASakara@HighAlertInstitute.org

3.1 Functional Teams and Responsibilities

The following subsections describe each functional team's role as well as its responsibilities in preparing for and responding to a disaster.

	<i>Executive Management Team Responsibilities</i>
	Pre-disaster:
1	Develop Evacuation & Emergency Response Training materials
2	Ensure routine maintenance schedule is in place
3	Develop alternate site specifications; including power requirement, machinery installation specifications, personnel workspace, etc.
4	Negotiate and Implement Mutual Aid Agreements (MAAs), Memorandums of Understanding (MOUs) and Cooperative Agreements (CAs) with rescue, response and recovery partners
5	Develop procedures for securing premises
6	Direct animal owners to shelter in place equipment and/or transport tanks
7	Authorization of expenditures and obligation of funds
	Post disaster:
1	Ensure organizational personnel safety
2	Leadership in the face of adversity
3	Teleconference with Board
4	Organizational decision-making – authorize move to alternate site
5	Outreach to community leaders & community emergency response
6	Reopen Shelter to Receive recused animals
7	Receive rescued animals

	<i>Damage Assessment/Salvage Team Responsibilities</i>
	Pre-disaster:
1	Develop Evacuation & Emergency Response Training materials
2	Ensure routine maintenance schedule is in place
	Post disaster:
1	Inspect facility upon notification of facility habitability
2	Evaluate damages to facilities and assets
3	Asses safety and wellbeing of animals in Institute care
4	Secure animals in Institute care
5	Develop Damage Report
6	Present report to Management
7	Work with Facilities and Security to secure primary site.
8	Assist with transition to alt. facility as needed

	<i>Logistics/Transportation Team Responsibilities</i>
	Pre-disaster:
1	Maintain road access and pass ability
2	Maintain redundant supply chain for business supplies and animal feed/supplies
	Post disaster:
1	Ensure delivery of animal feed and supplies to primary site
2	Deliver usable hardware or excess inventory to alternate site
3	Arrange for transport of animals to mutual aid shelter site as needed
4	Arrange for transport staff to alternate site
5	Arrange deliveries to alternate site as needed

	<i>Business Continuity Coordinator Responsibilities</i>
	Pre-disaster:
1	Develop Evacuation & Emergency Response Training materials
2	Develop Business Continuity Plan & Continuity Training materials
3	Develop Disaster Plan & Disaster Readiness Training materials
	Post disaster:
1	Ensure organizational personnel safety
2	Organizational decision-making
3	Leadership in the face of adversity
4	EOC Operations
5	Coordination with community emergency response teams

	<i>PR/Communications/Marketing Team Responsibilities</i>
	Pre-disaster:
1	Media training for PIO, Executive Director and Chairperson
2	Article writing and distribution
	Post disaster:
1	Work with local news media to release statement post disaster
2	Provide media with status updates as authorized by management
3	Ensure corporate website is updated to reflect any operational changes
4	Reassure community and partners of the Institute's commitment to them
5	Develop marketing strategy to keep existing customers and donors engaged – personal contact / rewards / special classes
6	Develop marketing strategy to win new customers and donors - personal contact / discounts / coupons / vouchers / rewards / special classes

	<i>Facilities/Security Team Responsibilities</i>
	Pre-disaster:
1	Develop Evacuation & Emergency Response Training materials
2	Develop Disaster Plan & Disaster Readiness Training materials
3	Conduct Disaster Readiness classes – ensure all staff are trained
4	Conduct Continuity Plan classes – ensure all staff are trained
5	Conduct evacuation drills
6	Conduct disaster drills
7	Ensure routine maintenance schedule is in place
8	Develop alternate site specifications; including power requirement, machinery installation specifications, personnel workspace, etc.
9	Identify alternate facility business site
10	Identify mutual aid alternate shelter site
11	Develop procedures for securing premises
	Post disaster:
1	Perform Facility Damage Assessment & Salvage Inspections
2	Deliver DA & S Report to Management
3	Teleconference with Board
4	Contract with waste disposal vendor for dumpster
5	Contract for clean-up of debris
6	Secure primary facility and assets
7	Secure alternate facility and assets
8	Work with investigators/local responders to determine cause of incident if necessary.
9	Verify ID of staff and volunteers at primary and/or alternate site
10	Work with Management to develop Project Plan for new or repaired site
11	Ensure maintenance of biosecurity

	<i>IT/Telecommunications Team Responsibilities</i>
	Pre-disaster:
1	Maintain daily back-ups and several time daily data synchronizations
2	Validate back-up integrity
	Post disaster:
1	Recall backups & validate all data
2	Notify and activate teams
3	Recover network and applications/systems
4	Return IT environment to operational state
5	Maintain Information Security Operations to prevent compromise or loss of data

	<i>Finance/Accounting Team Responsibilities</i>
	Pre-disaster:
1	Enroll in auto-payment for bills
2	Fundraise
3	Prepare applications for disaster response grants and disaster aid before disaster occurs
	Post disaster:
1	Assist ordering new materials and supplies
2	Ensure payroll continues
3	Work with Insurance Claims Representative
4	Assist in submission of grant and disaster funding applications
5	Fundraising

	<i>Human Resources Team Responsibilities</i>
	Pre-disaster:
1	Keep benefits up to date
2	Recruit, train and coordinate volunteers
3	Ensure staff training completed and recorded
	Post disaster:
1	Assist employees with Worker Compensation claims
2	Assist employees with insurance benefits
3	Reach out to injured and families of survivors
4	Reach out to families of victims
5	Work with Management to develop community outreach programs
6	Recruit and coordinate volunteers

	<i>Animal Rescue Team Responsibilities</i>
	Pre-disaster:
1	Coordinate with local emergency management to be part of local and regional disaster plans
	Post disaster:
1	Rescue local animals as possible
2	Intake arriving evacuated and rescued animals in tanks
3	Rehome evacuated animals as their home ponds become available
4	Record rescue and shelter data and upload to reporting agencies

3.2 Business Continuity Plan Administration

BCP Administrative Overview

At the organizational level, the Facilities and Security Team will develop training materials for the company. Each Team Lead will develop training and exercise materials for their teams based on the information contained in their plan. All training materials will be reviewed by the Chairperson and the Executive Director before distribution. Once the materials are approved, Facilities and Security will conduct training annually for the organization. Business Recovery Team Leads will conduct drills and exercises for each business recovery team.

3.3 BCP Awareness and Training

Awareness Activity	Frequency	Responsible Office	Required Materials	Comments
New Employee/Volunteer Orientation	Once	HR	PowerPoint, Handouts, Online Courses	IC-100, IC- 200, IC-700, IC-800
Annual Disaster Readiness and Continuity training	Annually	Safety	PowerPoint, Handouts, Online Courses	
Hurricane Preparedness Month	Annually in June	Safety	PowerPoint, Handouts, Online Courses	
National Readiness Month	Annually in September	Safety	PowerPoint, Handouts, Online Courses	

3.4 Exercising (Testing) the BCP

At least 1 exercise shall be conducted every year.

Exercise Type	Purpose	Participants	Date(s)
Table top Exercise	Training/updating BCP	All BCP Team Leads	
Walk-Thru	Alternate site familiarization	Alternate Site Users	

3.5 Business Continuity Plan Maintenance

The BCC is responsible for the maintenance of this document. When updates are required, the BCC shall establish a timetable for updates, ensure the required updates are completed and distribute the updated plans to the Distribution List at the beginning of this document.

The plan is updated as needed:

- in response to major changes to the organization such as office moves, telephone number changes, new personnel BCP Teams, retirements, duty changes, new product lines, and additions or deletions of critical applications or manufacturing processes;
- in response to changes in business processes revealed during updates to the Business Impact Analysis;
- after each alternate site test to reflect the recommendations resulting from the post-test wrap-up debriefings; and
- based on exercise lessons learned and annual plan reviews.

As sections of the plan are updated, the revised sections are provided to BCP team members and any additional plan holders. All BCP participants and plan holders are notified of the changes and encouraged to review all changes and appropriately update their copy of the plan. Updates will generally be distributed electronically and plan holders will print hard copies to insert in their plans.

Additionally, the plan will be updated in the event an actual disaster occurs. The plan will be reviewed and updated at a convenient point after the initial responses to the disaster have been completed.

A revision history will be included in this section as a part of all updates to the BCP.

<i>Revision History</i>	<i>Summary of Changes</i>
10/01/2012	Original Plan for 4800 ben Hill Trail Facility before renovations
12/19/2019	Plan update in anticipation of pandemic, including establishment of COVID Bubble
05/18/2022	Plan update to include USDA hazards of concern and animal welfare planning

The BCC is responsible for the maintenance and update of the Business Impact Analysis. When updates are required, the BCC shall establish a timetable for updates, ensure the required updates are completed and generate BCP updates if required based on the new data collected.

A BIA update is needed annually and/or:

- in response to events such as major shifts in markets, manufactured products, manufacturing processes, or plant location;
- as directed by senior management;
- when major deficiencies are identified through exercise lessons learned and annual plan reviews; and
- when full functionality is restored after a major disaster or catastrophic event.

The BCP will be updated to reflect changes in the BIA.

3.6 Business Continuity Plan Approvals

Plan Approval

<i>Revision</i>	<i>Signed, Chairperson of the Board</i>	<i>Date</i>
3.0		05/30/2022

4 EXERCISE PLANS AND AFTER-ACTION REPORTS

The overarching objectives of a BCP exercise program are to:

- Create a learning environment for all participants to learn about the BCP
- Document changes and updates (including omissions) to the BCP

4.1 Business Continuity Plan Exercise Methodology

The Business Continuity Plan can be verified and validated using any one of the following methodologies:

- Tabletop Exercise - key personnel discussing simulated scenarios in an informal setting
- Functional Exercise - simulates the reality of operations in a functional area by presenting complex and realistic problems
- Full Scale Exercise - real operations in multiple functional areas present complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel
- Drill - coordinated, supervised activity usually used to test a single specific operation or function

4.2 Exercise Objectives

The overarching objectives of a Business Continuity Plan Exercise are to:

- Determine the state of readiness of your BCP by creating a learning environment for all participants to learn about the plan.
- Validate the BCP resource lists -- people and inventories are sufficient to effect recovery of business operations and/or IT services as appropriate. Document changes and updates (including omissions) to the BCP.
- Verify the information in the BCP is current and accurately reflects the organization's requirements.

Exercise objectives should adhere to the "**SMART**" model. They should be:

Specific: Be precise about what you want to achieve.

Measurable: Quantify your objectives.

Achievable: Are you attempting too much?

Realistic: Do you have the resources necessary to accomplish the objective (people, money, material, equipment, etc.)?

Time bound: Have you allowed a reasonable timeframe in which the objective can be accomplished?

Number	BCP Team	Objective
1	IT	Full Scale Test – to recover IT environment operations off-site
2	Facilities & Security	Fire Evacuation Drill – to test length of time it takes to safely evacuate
3	Facilities & Security	Tornado Drill - to test length of time it takes to Shelter in Place
4	HR	Contact List Drill – to test accuracy of Employee Contact Information
5	Executive Management & EOC	Table Top Exercise

After the exercise, make certain that all changes and updates are completed, and distribute those updates to your Distribution List as described in Chapter One.

90 Days Prior	
☐	Determine resource needs and identify constraints (room sizes available, etc.) in coordination with other participants (e.g., key suppliers, customers, local emergency responders) based on estimated attendees.
☐	
45 to 30 Days Prior	
☐	Identify and distribute invitations to facilitators, scribes, and other support personnel required in consultation with other participants (e.g., key suppliers, customers, local emergency responders).
☐	Establish a registration cut-off date for any outside invitees, like customers, vendor support, call center representatives, or emergency responders.
☐	Distribute invitations and registration questionnaires to participants and observers via letter or email. Display posters, if applicable.
☐	Complete follow-up phone calls to prospective attendees if resources are still available.
☐	
30 Days to 10 Days Prior	
☐	Schedule facilitator training (if required).
☐	Determine the most effective way to categorize attendees (e.g., grouping participants based on similar Department, BCP responsibilities).
☐	Finalize PowerPoint™ presentation and exercise documentation.
☐	Confirm facilitators, scribes, and other support personnel attendance and responsibilities.
☐	
10 Days Prior to Exercise Start	

☐	Confirm registrant attendance through emails or phone calls.
☐	Create name tags.
☐	Conduct dry run.
☐	
Post-Exercise	
☐	Conduct Exercise Hot Wash/plenary session.
☐	Collect and analyze scribe data collection forms and produce an After-Action Report.
☐	Formulate lessons learned and next steps to address areas of improvement identified during the exercise.
☐	

4.3 Developing the Exercise Scenario

Regardless of which methodology is chosen to exercise your BCP, a scenario must be developed for the exercise. Consider the following as you develop your Exercise Scenario and/or Plan:

Focus on teams which have had deficiencies in the past. For example, verify that the BCP has been updated to reflect resource requirements and any technical issues.

Ensure that the exercise involves only the use of offsite resources to verify the accuracy and completeness of Offsite Storage, including Vital Records.

Choose a realistic scenario as discussed in the following paragraphs.

Create your exercise objectives first, and then create a short scenario that describes a situation where your location has suffered an obvious disaster, such as a fire, flood or tornado that will enable you to meet your objectives. Provide explicit details, such as describing the damage status of the facility, production, and data center after the event.

For any exercise involving a commercial alternative site, be sure to make arrangements with the vendor first. You may find you will need to schedule exercises as much as a year in advance, depending on the vendor's schedule, so you will need to plan ahead with an Exercise Plan. Then you can create your exercise objectives and scenario as discussed above.

4.4 Exercise Evaluation

Key elements of the After-Action Report

<i>Topic</i>	<i>Discussion</i>
Executive Summary	
Purpose	
Concept	
Objectives	
Evaluation Methodology	Data Collection Analysis and Evaluation
Activity Summary	
Outcomes	
Recommended Actions & Next Steps	
List of Participants and Contact Information	

4.5 Exercise Reports

The bi-yearly exercises of the BCP are scheduled approximately six months apart. The next scheduled exercises are:

<BCPXX: Insert Date Here>

<BCPXX: Insert Date Here>

The following table tracks the dates of previous exercises for the indicated plan elements:

<i>Number</i>	<i>Date</i>	<i>Exercise Type</i>	<i>Plan Area Exercised</i>
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Appendix A: BUSINESS CONTINUITY GLOSSARY

Alternate Site – An alternate location, other than the main facility, that is designated for emergency use by an organization's Emergency Operations Center (EOC), business units for business operations, and/or data processing services (IT) when the primary location(s) are inaccessible.

Auditing – A thorough examination and evaluation of an organization's Business Continuity Plan and procedures to verify their correctness and viability.

Backlog – A measure of unfinished work in hours or days.

BIA – Acronym for Business Impact Analysis.

Business Continuity – The ability of an organization to provide service and support for its customers and to maintain its viability before, during, and after a business continuity event.

Business Continuity Coordinator (BCC) – A member of the Executive Management Team and/or the Crisis Management Team with the responsibility for the development, coordination, training, testing, and implementation of the Business Continuity Plan.

Business Continuity Plan (BCP) – Process of developing and documenting arrangements and procedures that enable an organization to respond to an event that lasts for an unacceptable period of time and to return to performing its critical functions after an interruption.

Business Continuity Planner – An individual responsible for the design, development, and maintenance of a Business Continuity Plan.

Business Continuity Planning – The process of developing advance plans and procedures that enable an organization to respond to an event so that Critical Business Functions can continue without significant or unacceptable Financial Impacts and/or Operational Impacts.

Business Continuity Program – A comprehensive, collaborative approach to protecting an organization from threats and vulnerabilities. A robust program incorporates specific plans, such as a Business Continuity Plan, that target different aspects of the continuity process to ensure an organization can respond to and recover from all hazards.

Business Continuity Strategy – A management-approved, documented, and funded course of action to be used in the development and implementation of an organization's Business Continuity Plan.

Business Function – A separate, discrete function or process performed by a Business Unit. For example, the Accounting Business Unit in a smaller organization may include accounts payable and accounts receivable as Business Functions, while a larger organization may have separate business units that perform these Business Functions.

Business Impact Analysis – The process of developing and distributing a questionnaire to determine the Financial Impact and Operational Impact on an organization if its business offices and/or data center facilities are not available for an extended time (usually at least one month). The objective of the BIA is to provide a

management-level analysis that specifically documents the daily financial impact and Recovery Time Objective (RTO) for each Business Unit and associated Processes.

Business Recovery Program – A program designed to ensure continuity of an organization's business processes by documenting manual and alternative work-arounds so that the mission critical work can continue in the event of a loss of the IT processing environment.

Business Resumption Planning – See Business Continuity Planning.

Business Unit – A separate, discrete organizational entity that performs a specific business function or process. A Business Unit may be as small as two people or as large as an entire company.

Call List – A list of all team members and their phone numbers (home, work, cell, pager, etc.) on a Team for the Business Continuity Plan.

Cold Site – An Alternate Site consisting of space that can be configured to support business unit recovery and/or data center recovery operations. A Cold Site is basically “four walls” with access to Voice Communications and Data Communications circuits and sufficient available electrical power and HVAC to support the recovery operations. A Cold Site may or may not have raised floor, and ALL furniture and hardware must be delivered, installed, connected, and tested. May also be called a Shell Site. See also Hot Site and Warm Site.

Contingency Planning – Process of developing advance arrangements and procedures that enable an organization to respond to an event that could occur by chance or unforeseen circumstances.

Controls – A term usually associated with Auditing and defined as procedures or other measures designed to ensure that plans and systems function correctly.

Crisis – An event that threatens the security, integrity, or facilities of an organization and/or the safety of its employees. A Crisis may range from a building evacuation due to a bomb threat to a full-scale, easily recognized disaster. For planning purposes, a Crisis includes, but is not limited to, severe weather threats or occurrences (snow, tornadoes, etc.), senior management succession planning, power and communications outages, medical emergencies, hostage situations, bomb threats, earthquakes, elevator entrapments, etc., in addition to an obvious, easily-recognized disaster.

Critical Functions – Essential Business Functions that are time-sensitive and must be restored first in the event of a disaster or interruption to avoid unacceptable financial or operational impacts to ensure the ability to protect the organization's assets, meet organizational needs, and satisfy regulations.

Customer List – An inventory list of all primary customers –including name, address, telephone number, and contact (if required)– that must be notified during the recovery of a business unit or an entire company. The Customer List is an essential part of an organization's Business Continuity Plan. It is a best practice to have a complete inventory list of ALL existing customers compiled for an organization.

Damage Assessment / Salvage Team – A trained group of personnel, made up of representatives from security, facilities, and IT, who upon notification from the Security Team that the facility is safe to re-enter, goes into the damaged facility or data center to assess and document damage to the structure, infrastructure, equipment, and furnishings. In addition, they identify assets that can be removed from the site and salvaged

through repairs, refurbishing, or cleaning for re-use. This information along with recommendations for action is then compiled into a report and is presented to the Executive Management Team.

Data Communications – The transmission of data, usually in a digital form, between geographically separate locations via public and/or private electrical or optical transmission systems. Contrast with Voice Communications.

Declaration Fee – A one-time charge normally paid to a commercial vendor who provides an Alternate Site (usually a Hot Site) facility at the time a disaster is officially declared.

Department – A separate, discrete entity defined by each organization or company. A department usually performs a specific business function or process. See also Business Unit.

Disaster – A sudden, unplanned calamitous event causing great damage or loss. In the business environment: any event that creates an inability on an organization's part to provide essential products and/or services for an indefinite period of time.

Disaster Mitigation – Actions, plans, and activities to reduce or eliminate the effects of a disaster on business and/or data center operations.

Disaster Preparedness – Activities, plans, programs, and systems developed prior to a disaster that are used to support and enhance mitigation, response, and recovery to disasters.

Disaster Recovery Plan – The management approved document that defines the resources, actions, tasks, and data required to manage the technology recovery effort. Usually refers to the technology recovery effort.

Disaster Recovery Program – The process, policies, and procedures related to preparing for recovery or continuation of technology infrastructure critical to an organization after a natural or human-induced disaster. Disaster recovery is a subset of business continuity.

Electronic Vaulting – The transmission of journal transactions or data records to an Alternate Site or Offsite Storage using telecommunications facilities.

Emergency Operations Center (EOC) – An Alternate Site with sufficient Voice Communications capabilities and work space used to manage the initial recovery efforts including emergency notifications using the Call List from the Business Continuity Plan. The EOC may initially be a temporary location (e.g., hotel, trailer) used by the management team to begin coordinating the recovery operations or it may be the designated Cold Site, Warm Site, or Hot Site designated for recovery operations.

Emergency Response – The initial activities and plans designed to address and mitigate a disaster's immediate and short-term effects.

EOC – Acronym for Emergency Operations Center.

Equipment List – An inventory list of all equipment and associated vendors that are required for the recovery of a business unit or an entire company. Equipment includes, but is not limited to, fax machines, printers, computer systems, monitors, cables, scanners, mail processing hardware, etc. The Equipment List is an

essential part of an organization's Business Continuity Plan. It is a best practice to have a complete inventory list of ALL existing equipment compiled and used by an organization.

Escalation Plan – A plan that documents decision-making criteria, usually based on the Recovery Time Objective (RTO), to determine whether a Disaster declaration and implementation of the Business Continuity Plan is in the best interest of the organization or company.

Executive Management Team – A team of senior management personnel with the ability to obligate funds and make decisions on behalf of the organization.

Exercise – An opportunity provided to demonstrate, evaluate, and improve the combined capability and interoperability of elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

Exercise Types –

- **Drill** – A coordinated, supervised activity usually used to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills. Typical attributes include the following: a narrow focus, measured against established standards; instant feedback; performance in isolation; realistic environment.
- **Full Scale Exercise (FSE)** – A multi-agency, multi-jurisdictional, multi-organizational activity that tests many facets of preparedness. They focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. In FSEs, the reality of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel. During FSEs, events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. FSEs are conducted in a real-time, stressful environment that closely mirrors real events.
- **Functional Exercise (FE)** – An activity designed to test and evaluate individual capabilities, multiple functions, activities within a function, or interdependent groups of functions. Events are projected through an exercise scenario with event updates that drive activity at the management level. An FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment.
- **Tabletop Exercise (TTX)** – An activity that involves key personnel discussing simulated scenarios in an informal setting. This type of exercise can be used to assess plans, policies, and procedures or to assess the systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs typically are aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and achieving changes in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving, rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions.

Financial Impact – A tangible impact, measured in dollars and usually negative, resulting from the unavailability of an organization's business office and/or data center facilities. Financial impacts are usually reported during a Business Impact Analysis (BIA) and are typically estimated on a daily basis. See also Operational Impact.

Hot Site – An alternate facility with ready-to-use equipment and resources to recover the critical business functions affected by a disaster. Hot sites vary depending on the type of facilities offered (such as data processing equipment, communications equipment, electrical power, etc.). Commercial vendors typically provide separate space/facilities with monthly subscriptions for recovering business unit operations and computer operations. See also Cold Site and Warm Site.

HVAC – Acronym for heating, ventilation, and air conditioning.

Initial Assembly Point (IAP) – A pre-defined location, such as a parking lot, hotel or person's home, where all designated team leaders and members can meet if the organization's business offices and/or data center are not accessible for any reason.

Inventories – Specific lists of items required for the Business Continuity Plan which includes the Customer List with contact information, Equipment List (with Vendor List and contact information), Supplies List (with Vendor List and contact information), Software List (with Vendor List and contact information), Telecommunications List (with Vendor List and contact information), Vital Records List (with location of vital records). See the specific inventory item (shown in *italics*) for additional information.

IT – Acronym for Information Technology. A Department or Business Unit that provides computing systems support to an organization or company.

Infrastructure – The basic supporting installations and facilities upon which the continuance and growth of a community or company depend, such as power plants, water supplies, transportation systems, and communications systems, etc. A company's infrastructure includes the physical plant and utilities necessary for essential operations.

LAN – Acronym for Local Area Network.

Local Area Network (LAN) – A short-distance network used to connect terminals, computers, and peripherals under a standard topology, usually within one building or a group of buildings. A LAN does not use public carriers to link its components, although it may have a "gateway" outside the LAN that uses a public carrier. See also Wide Area Network.

Loss – Unrecoverable business resources that are impacted or removed as a result of a disaster. Such losses may include loss of life, revenue, market share, competitive stature, public image, facilities, or operational capability. See also Financial Impact and Operational Impact.

Mission-Critical Business Activities – The critical operational and/or business support activities (either provided internally or outsourced) required by the organization to achieve its objective(s) i.e. services and/or products.

Mitigate – To make or become milder, less severe, or less painful.

Mobile Recovery Facility (MRF) – A mobile Warm Site, normally a large tractor-trailer available from a commercial vendor, that can be transported to a pre-determined location so that needed equipment can be obtained and installed near the original location. Depending on the vendor, an MRF may be available in a "business office" and a "data center" configuration.

Modem – An acronym for modulator/demodulator, a device that converts analog signals to digital signals and back again, usually on Voice Communications circuits.

Operational Impact – An intangible impact resulting from the unavailability of an organization's business office and/or data center facilities. An Operational Impact cannot be quantified in dollars, but may be critical because of its effect on an organization. Examples of operational impacts include, but are not limited to, customer service, stockholder confidence, industry image, regulatory, financial reporting, employee morale, vendor relations, cash flow (that cannot be quantified), and increases in liability. Operational impacts are usually reported during a Business Impact Analysis (BIA) and are typically estimated on an arbitrary scale, such as 1-5, with the highest number representing the most severe impact. See also Financial Impact.

Operational Risk – The risk of loss resulting from inadequate or failed procedures and controls. This includes loss from events related to technology and infrastructure, failure, business interruptions, staff related problems, and from external events such as regulatory changes.

Offsite Storage – A designated storage facility, other than the main facility, where duplicate Vital Records and critical documentation may be stored for emergency use during the execution of an organization's Business Continuity Plan.

Plan Maintenance – The management process of keeping an organization's Business Continuity Management Plans up-to-date and effective. Maintenance procedures are a part of this process for the review and update of the BC plans on a defined schedule.

POTS – Acronym for Plain Old Telephone Service.

Preventative Measures – Controls aimed at deterring or mitigating undesirable events from taking place.

Prioritization – The ordering of critical activities and their dependencies are established during the BIA and Strategic-planning phase. The business continuity plans will be implemented in the order necessary at the time of the event.

Project Management – The development, planning, organizing, and management of tasks and resources to accomplish a defined objective, such as a Business Continuity Plan, usually under time and cost constraints.

Project Team – A group of people representing key organizational areas that work together and follow documented responsibilities for the design, development, and implementation of a Business Continuity Plan.

Reciprocal Agreement – An agreement between organizations with basically the same business processes and/or data processing hardware that allows one organization to continue business operations for the other in case of disaster.

Recovery – Implementing the prioritized actions required to return processes and support functions to operational stability following an interruption or disaster.

Recovery Point Objective (RPO) – The measure of how much data loss, in hours or days, is acceptable to an organization. The point in time at which backup data (e.g., backup tapes) must be restored and synchronized by IT to resume processing. Most IT organizations usually have an RPO of at least –1 day (–

24 hours) because backups are usually performed daily (usually at night) and transported to Offsite Storage early the following day. The best RPO is zero (0) which basically means that all affected computer systems utilize “mirroring” (real-time data/transaction copying) technology to concurrently copy all incoming data/transactions to another identical system in a remote location that is sufficiently remote from the primary site.

Recovery Time Objective (RTO) – The period of time within which systems, applications, or functions must be recovered after an outage (e.g. one business day). RTOs are often used as the basis for the development of recovery strategies and as a determinant as to whether or not to implement the recovery strategies during a disaster situation.

The RTO has five (5) components:

- (1)The time before a disaster is declared (see Escalation Plan);
- (2)The time required to activate the Business Continuity Plan;
- (3)The time required for the IT organization to restore computer systems;
- (4)The time required by an affected business unit to perform assigned tasks to the point at which business operations can be resumed including the time to verify that restored computer systems data is accurate and synchronized to the last available backup; and
- (5)The time for each business unit to re-enter/process all Backlog (including manually processed work, if applicable) to bring business operations into current status.

Resource Requirements – The resources (e.g., people, equipment, supplies, vendors, telecommunications, vital records) required for the recovery of a business unit or an entire company as documented in the Business Continuity Plan.

Risk – Potential for exposure to loss, which can be determined by using either qualitative or quantitative measures.

Risk Assessment / Analysis – Process of identifying the risks to an organization, assessing the critical functions necessary for an organization to continue business operations, defining the controls in place to reduce organization exposure, and evaluating the cost for such controls. Risk analysis often involves an evaluation of the probabilities of a particular event.

Risk Categories – Risks of similar types are grouped together under key headings, otherwise known as ‘risk categories. These categories include reputation, strategy, financial, investments, operational infrastructure, business, regulatory compliance, outsourcing, people, technology, and knowledge.

Risk Controls – All methods of reducing the frequency and/or severity of losses, including exposure avoidance, loss prevention, loss reduction, segregation of exposure units, and non-insurance transfer of risk.

Risk Management – The culture, processes, and structures that are put in place to effectively manage potential negative events. As it is not possible or desirable to eliminate all risk, the objective is to reduce risks to an acceptable level.

Risk Transfer – A common technique used by Risk Managers to address or mitigate potential exposures of the organization. A series of techniques describing the various means of addressing risk through insurance and similar products.

Single Source Supplier – The purchasing policy of using one supplier for a particular component or service. Single sourcing can result in higher quality and a greater level of cooperation in product development than the traditional Western approach of multiple sourcing. Single sourcing has risen in prominence, encouraging closer relationships with a smaller number of suppliers.

Software List – An inventory list of all software and associated vendors (see Vendor List) which is required for the recovery of a business unit or an entire company. The Software List is an essential part of an organization's Business Continuity Plan. It is a best practice to have a complete inventory list of ALL existing software compiled and used by an organization.

Supply Chain – The movement of materials as they flow from their source to the end customer. Supply Chain includes purchasing, manufacturing, warehousing, transportation, customer service, demand planning, supply planning, and Supply Chain management. It is made up of the people, activities, information, and resources involved in moving a product from its supplier to customer.

Supplies List – An inventory list of all supplies and associated vendors which are required for the recovery of a business unit or an entire company. Supplies include, but are not limited to, forms (e.g., check stock), special rubber stamps, pens, pencils, paper, paper clips, staplers, etc. The Supplies List is an essential part of an organization's Business Continuity Plan. It is a best practice to have a complete inventory list of ALL existing supplies compiled and used by an organization.

Task List – A list of all tasks, usually in a checklist form, which must be performed by a Team to recover a specific portion of an organization, business function, and/or business unit. The Task List is an essential part of an organization's Business Continuity Plan.

Team – A group of individuals assigned to work together to perform a specific function in the Business Continuity Plan. A Team consists of a Team Leader, Alternate Team Leader, and Team Members. The Team Leader is responsible for the successful completion of all tasks assigned (See Task List) to a Team.

Telecommunications – A general term that applies to analog or digital data transmitted (See also Data Communications and Voice Communications) by electrical, optical, or acoustical means over public or private communications carriers.

Telecommunications List – An inventory list of all Voice Communications and Data Communications circuits which are required for the recovery of a business unit or an entire company. The Telecommunications List is an essential part of an organization's Business Continuity Plan. It is a best practice to have a complete inventory list of ALL existing telecommunications circuits compiled and used by an organization.

Threat – A potential event that may cause a risk to become a loss. Threats consist of natural phenomena such as tornadoes and earthquakes and man-made incidents such as terrorist attacks, bomb threats, disgruntled employees, and power failures.

Vendor List – An inventory list of all primary vendors (suppliers) –including name, address, telephone number, and vendor representative (if required)– that provide an essential service or product required for the recovery of a business unit or an entire company. The Vendor List is an essential part of an organization’s Business Continuity Plan. It is a best practice to have a complete inventory list of ALL existing vendors compiled and used by an organization.

Vital Record – A critical business record required for recovering and continuing an organization’s business operations. This may include employee information, financial and stockholder records, business plans and procedures, and the Business Continuity Plan. Vital records may be contained on a wide variety of media including, but not limited to, electronic (including tape, disk, and CD-ROM), hard copy (normally paper), microfilm, and microfiche.

Vital Records List – An inventory list that contains the name and offsite location of vital records (see Vital Record) required for the recovery of a business unit or an entire company. The Vital Records List is an essential part of an organization’s Business Continuity Plan.

Voice Communications – The transmission of sound at frequencies within the human hearing range which may be in digital or analog form. Contrast with Data Communications.

WAN – Acronym for Wide Area Network.

Warm Site – An Alternate Site consisting of designated office space and/or data center space that has installed voice and data communications access and is partially equipped with telecommunications interfaces, such as a Private Branch Exchange (PBX) telephone system and/or a router. A Warm Site is usually pre-wired for Voice and Data Communications so that telephones, PCs, and other computer hardware (e.g., servers) can literally be “plugged-in” as required. See also Cold Site and Hot Site.

Wide Area Network (WAN) – A network linking geographically separate metropolitan, campus, or local area networks across greater distances, usually accomplished using common carrier lines. See also Local Area Network.

Workstation – A single-person work area which usually includes office furniture (e.g., a desk), computer equipment (e.g., a PC), a telephone, and a wastebasket.

Appendix B: Business Continuity Planning Project Schedule

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
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PREPARATION PHASE

Obtain Top Management Approval												
Appoint BCP Coordinator												
Select BCP Planning Committee												
Select Committee Meeting Dates												
Complete online BCP Workshop												
Assign Project Tasks												
Develop BCP Project Schedule												

DEFINITION PHASE

Determine BCP Objectives												
Develop Assumptions and Definitions												

List Disruptive Events Addressed by Plan												
Select Disaster Scenario for BCP												
Consider Alternative Continuation Strategies												
Update Initial Project Schedule & Assignments												
Submit Progress Report to Management												

<i>Activity</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>
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DATA COLLECTION PHASE

Review Emergency Response Plan												
Verify Asset Documentation												
Verify Vital Record Availability												
Develop Business Unit Material Needs List												

RISK ASSESSMENT AND MITIGATION PHASE

Perform a Thorough Risk Assessment												
<i>Complete Risk Assessment Matrix</i>												
Perform a Risk Mitigation Evaluation												
Submit a Progress Report and Risk Mitigation Budget to Top Management												

Develop Risk Mitigation Action Plan												
--	--	--	--	--	--	--	--	--	--	--	--	--

BUSINESS IMPACT ANALYSIS PHASE

Identify Critical Business Functions												
Prioritize Critical Business Functions												
<i>Complete a Business Impact Analysis</i>												
Submit BIA Report to Top Management												

<i>Activity</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>
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STRATEGIC PLAN PHASE

Identify and Evaluate Continuation Strategies												
Conduct Cost/Benefit Analysis of Strategies												
Select Specific Continuation Strategies												
Submit SP to Senior Management for Approval and Budget												

BCP PLAN DEVELOPMENT PHASE

Establish a BCP Organizational Chart												
Establish a Link Between ERP and BCP												
Develop Disaster Declaration Procedures												
Select Response Team Members												

Assign Strategy Development to Teams												
<i>Complete online BCP Template</i>												
Submit BCP Draft to Top Management for Approval												

<i>Activity</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>
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IMPLEMENTATION PHASE

Submit Budget for BCP Support Items												
<i>Revise Online Template for Final Draft of BCP</i>												
Distribute BCP Copies to Team Leaders and Management Group												
Distribute Action Plans to Team Members												
Establish Plan Test Procedures												
Establish Testing Intervals												

TESTING AND MONITORING PHASE

<i>Conduct Tabletop BCP Exercise</i>												
Make Arrangement to Run Backup Systems												

Collect Lessons Learned												
Review and Evaluate Test Results												
<i>Make appropriate Changes to BCP</i>												

MAINTENANCE PHASE

Develop BCP Update Procedures												
Schedule Management Group Review Meetings												

Appendix C: Business Restoration Checklist

Your Business Continuity Plan is the starting point for business restoration after an incident or disaster. This stage requires planning just like every other step in the process. This checklist guides you through many of the activities and decisions that are critical for business restoration. If you've taken action or planned for the steps in this checklist, you'll be on the way to restoration and profitability. You should complete a business restoration checklist on an annual basis.

Date: _____

Yes = Complete

No = Requires Action

Completed By: _____

N/A = Not Applicable

<i>Does your plan have provisions for?</i>	YES	NO	N/A
A decision-making process for implementing business restoration actions?			
Funding for restoration activities and formalizing a review of the plan to assure that adequate monies have been allocated to sustaining operations?			
Documenting building permit and facility certification procedures?			
Obtaining building permits or zoning changes before restoration is needed or begins?			
A listing identifying critical machinery, software, materials and vendors?			
Developing and documenting a list of procedures for quick procurement of machinery, equipment, software, etc.?			
Documenting specialized production facilities and reconstruction plans?			
Reviewing considerations that may increase construction time?			
Considering options that would minimize the time needed to reach pre-disaster operational capacity?			
Outlining plans to return to pre-disaster sales and revenues?			
Identifying and preparing potential relocation sites?			
Assessing facility hazards to ensure safety of all personnel?			
Establishing security at the damaged facility?			
Securing the site: protecting undamaged property, controlling facility access, reactivating facility protection systems, etc.?			
Notifying all employees, vendors, customers, and governmental agencies regarding the restoration plans?			
Conducting employee briefings?			
Documenting the decisions made, the damage costs, and the repairs?			
Taking inventory of all damages?			
Implementing a procedure for restoring damaged equipment and processes?			

Identify corrective action for all NO responses

ACTION NEEDED	COMPLETED	DATE

Appendix D: Checklist/Review Tool

Date: _____ Completed By: _____

S = Satisfactory / U = Unsatisfactory / N/A = Not Applicable

S/U/NA	BCP VALIDATION CHECKLIST
	Maps: Facility layout diagrams to show where to turn utilities and equipment off. Building floor plans, plot plan (site plan, building, grounds, utilities, fire protection systems, emergency shut-offs), street maps, and other appropriate maps.
	Procedure charts: Simple organizational charts with the names, titles, addresses and telephone numbers of key emergency personnel. These charts will be useful before and during emergency operations. Use the charts to illustrate who is responsible for key activities, such as dealing with local governments, other industries and those who have emergency equipment or supplies.
	Contact Lists: Contact lists provide telephone or pager numbers of key personnel. These lists should include names, addresses, telephone numbers, and organizational responsibilities for emergency operations. Alternates should be listed in case primary personnel are not available. Company officials should carry pocket cards containing the names, telephone numbers, and locations of local government and company emergency services staff and facilities.
	Listing of Local Resources: A resource listing of additional workforce, equipment and supplies. The document identifies resources by company, location, type and number of skilled workers, equipment and supplies available in the community. The resource listing is updated annually.
	Vital Records Program: a formal, comprehensive vital records plan. • Identify vital records and backup tapes • Categorize and Label • Identify secure offsite storage • Develop handling procedures, including shipping and retrieval • Develop routine schedule for sending copies of vital records and IT backup tapes offsite to storage location
	Service Level Agreements: Time sensitive requirements for vendors to ensure prompt restoration of services or provision of supplies or equipment.
	Human Resources/Public Relations Response Program: • Procedures for handling inquiries and informing families on the status of employees separated from them, especially if injured or missing, due to disaster event • Map out plans for supporting staff for: ○ Bereavement & funeral expense fund ○ Scholarship fund for victims' children ○ Families and community relief fund for disaster victims ○ Logistics fund for support recovery workers – hotel and foods

	○ Disaster recovery awards program ○ Volunteer activities for community relief
	Mutual Aid Agreements: Agreements between companies and government agencies to assist one another within defined limits, during major emergencies. Emergency service staff should be aware of the provisions of these agreements.
	Glossary of Terms: Include a glossary of terms as a separate appendix and use terms with universal meanings.
S/U/NA	COMMUNICATIONS PLAN CHECKLIST
	Implement generators or battery backups for primary and backup communication systems.
	Describe the methods and procedures for communication between the company command post and response teams, the company's alternate locations, adjacent firms and local government emergency services (fire, police, etc.).
	Detail the communications requirements for BCP response teams. Define the reporting chain.
	Detail the communications requirements for warning systems within the facility and notification procedures utilized to warn employees?
	Detail procedures for mobile phone or two-way radio communications between the company command post and BCP response teams working around the facility/site?
	Train response team members (and their backups) assigned to communications on how to obtain and operate communications equipment.
	Develop procedures for recalling communications staff or team members on short notice.
	Outline procedures for obtaining additional telephone services (if available) during emergencies.
	List key telephone numbers for industry emergency assistance organizations.
S/U/NA	WORKPLACE SAFETY CHECKLIST
	Develop and practice your Occupant Evacuation Plan. Include provisions for: • Notification of emergency responders • Identification and training of floor wardens to assist in building evacuations • Conduct evacuation drills • Document procedures for equipment shutdown and protection, electrical systems shutdown, and how to protect stored parts and inventory and • Train and drill staff on shut down procedures
	Develop and practice a severe weather Emergency Response Plan. Distribute to employees as appropriate. Include: • A communication plan • A list of recommended weather alert stations • Corporate procedures and guidance for all kinds of severe weather • Directions to fill vehicle fuel tanks before storm strikes

	• A list of all vital records stored offsite, including vendors' and key customers' telephone numbers. Notify them of any changes in the situation that may affect them • Provide procedures for covering windows and doors and securing the building from storms and potential vandalism • Procedures for notifying local media, building management, security and local authorities if appropriate of a pending closing and with a list of authorized personnel permitted on the premises after the storm Gather Emergency Supplies
	Develop a Medical Emergency Response Plan. • Invite Red Cross to present CPR and first aid training • Encourage employees to attend training sessions • Strategically install first aid kits throughout the facility • Procure automated external defibrillators(AEDs),and train staff in their use Red Cross: Prepare Your Workplace and Employees
	Develop a Shelter-in-Place Plan. • Identify safe havens in windowless rooms in the center of the building or basement level • Store flashlights, battery powered radios, blankets, food, water, and first aid supplies • Post signs and maps directing staff to shelter areas • Train and drill staff as to when to shelter-in-place and where to go Learn how to shelter in place
	Meet with police and fire department to talk about the community's emergency response capabilities. Develop an emergency response plan with local fire, EMT, and police departments.
	Develop a Workplace Violence Prevention Program: • Develop procedures and discrete security devices to permit the receptionist to screen visitors and notify security if there is a problem • Install barriers to limit access to work areas to prevent workplace violence • Encourage staff to report any potential relationship/employee/safety related issues that might result in workplace violence • Develop a policy of no retaliation and implement a Workplace Prevention Program Violence in the Workplace
	Distribute emergency kits to all staff. Include flashlights, whistles, and other supplies. Gather Emergency Supplies
	Develop contact lists and a notification and communication plan.
	Establish business contingency plans with clients and suppliers.
	Post emergency phone numbers to activate crisis response plan.
	Develop a crisis/safety training program: • Ensure key personnel are familiar with all life safety systems

	• Ensure procedures are in place to address all employees' safety needs, including non-English speaking staff and those with physical challenges and the vision and hearing impaired • Distribute crisis safety information and present training and videos for employees about: ○ How to prevent fires in the workplace ○ How to contain fires ○ How to evacuate the facility ○ Where to report a fire ○ How to deal with severe weather conditions, earthquake, workplace violence, chemical hazards, bomb threat reporting procedures, first aid and medical response, etc. Workplace Safety Education and Training
	Develop a Workplace Safety Program: • Ensure Standard Operating Procedures (SOPs) are in-place for all facility and production equipment • Make sure staff members wear appropriate clothing and footwear for the environment • Warn against dangling jewelry, scarves, ties, or other accessories that may get caught in shredders or other equipment • Use appropriate safety equipment, including eye protection, shields, hand guards, and helmets, as recommended by manufacturers • Establish procedures for safe handling and storage of flammable liquids and gases • Ensure material safety data sheets are visibly posted • Ensure eye wash stations are mounted on sinks and emergency showers are available and functional where appropriate • Instruct employees on how to respond in exposure situations • Train emergency response team members how and when to use response equipment, instruments and protective clothing • Routinely review SOPs and provide staff safety training. Occupational Safety Health Administration
S/U/NA	FACILITY & PRODUCTION CHECKLIST
	Place fire extinguishers in appropriate locations. Check fire extinguishers on a monthly basis. Train employees in use of fire extinguishers.
	Install smoke and heat detectors and fire sprinklers according to local codes. Check alarms and detectors monthly.
	Establish a preventative maintenance schedule to keep emergency equipment operating safely. Test fire protection equipment such as fire pumps and hoses on a regular basis.
	Develop a Hot Work Permit Program for welding operations.
	Label /Paint all pipes, wiring, and cabling so it is easy to identify water supply lines, gas lines, chemical lines, electrical wiring, data cables, internet, etc. Equip all incoming natural gas and fuel lines with automatic shut-off valves.
	Replace all standard windows with tempered glass to control breakage.

	Before selecting a new facility location or facility improvements, or if in doubt, consult 100-Year FEMA Effective and Preliminary Floodplain Maps to determine if property is in a flood zone. If necessary, consult with structural engineers to devise suitable water management solutions.
	Maintain drawings showing locations of utility key valves, switches, feed lines and hazardous areas. Keep copies on and offsite.
	Regularly inspect existing buildings and infrastructure for structural deterioration and potential weaknesses. Consult with a structural engineer if necessary. Inspect exterior and interior of facility: • Regularly check for leaks, water marks, and discolorations • Ensure roof bearing load is sufficient to withstand weight of snow and has hurricane straps to help withstand high winds • Promptly repair all structural problems and ensure any exterior risks for flooding are addressed • Install storm shutters if appropriate. Ensure a supply of plywood is available to board up windows in advance of hurricanes, severe weather, or to secure broken windows.
	Equip building with backup power supply, diesel generator or long-term battery backup system.
	Equip plumbing, gas, chemical, or other fluid system with back-flow and shut off-valves. Label valves and color code for easy identification.
	Anchor all structures, tanks and machinery (including exterior items) to foundation whenever possible.
	Equip all incoming natural gas lines and fuel lines with automatic shut-off valves.
	Cover and secure all liquid containers (i.e. tanks, vats, etc.), especially those containing toxic chemicals.
	Equip building with backup power supply, diesel generator or long-term battery backup system to ensure elevators and emergency lighting can be maintained.
	Have extra supplies of plastic rolls, mops, buckets, water vacuums, lubricants (like WD-40), portable generators, radio, batteries, bottled water and basic food supplies on hand and available for disaster recovery team.
	Secure any items that could fall or become a projectile during a wind storm. Secure signs, waste receptacles, barrel and drum container lids, etc. Fix unsecured items promptly.
	Preparing and maintaining a resource list that identifies source, location and availability of equipment (dump trucks, fuel, etc.) to support disaster response and recovery operations.
	If severe weather is pending, fill all vehicle tanks with fuel.
S/U/NA	IT/DATA CENTER CHECKLIST
	Backup systems and store tapes offsite in a secure facility.
	Identify an alternate recovery site and develop a recovery strategy.
	Maintain service level agreements with vendors to ensure timely delivery of hardware and other supplies.

	Equip data center with backup power supply, diesel generator and UPS system, to permit graceful shut-down.
	Install environmental sensors in data center to monitor temperature and humidity changes.
	Install fire suppression system in data center. If HALON fire suppression devices are already in use, replace with FM-200 or water-based fire suppression to protect personnel from data center fires.
	Ensure HVAC is adequate for hardware in Data Center to prevent overheating.
	Ensure all IT staff is well trained in disaster recovery procedures.
	Maintain copies of disaster recovery procedures offsite.
	Test plans regularly.
S/U/NA	POST-DISASTER CHECKLIST
	Provide hourly/daily status reports to EOC/Executive Management Team.
	Assess facility hazards to ensure safety of all personnel.
	Conduct damage assessment and declare disaster if appropriate. Activate Recovery Plans: • Take inventory of all damages • Conduct and document salvage operations • Prepare Damage assessment and Salvage reports, document the decisions made, the damage costs, and the repairs.
	Establish security perimeter at the damaged facility.
	Secure the site, protecting undamaged property, controlling facility access, reactivating facility protection systems, etc.
	Retrieve vital records and backup tapes.
	Notify all employees, vendors, customers and governmental agencies regarding the restoration plans.
	Conduct employee briefings. Maintain good communications with staff.
	Implement a procedure for restoring equipment and processes
	Connect backup electrical power to the EOC and essential production lines.
	Restore utilities to critical and essential facilities.
	Post-disaster repairs and restoration of facility and services.
	Sanitation services for emergency facilities.
	Maintain adequate water supply after shutdown for drinking, firefighting, decontamination and sanitation.

Appendix E: Sample Business Continuity Team Member Designation Letter

MEMORANDUM

From: <insert name or department>

Reply to:

Attn of:

To: <Member Name>

Through:

Subj: Business Continuity Team Member Designation

Ref: Business Continuity Plan dated <insert date of plan here>

1. You are hereby designated as a member of the <insert BCP Team Name here> as a Primary/Alternate member. This is an official responsibility of your position. This responsibility cannot be delegated or assigned to another individual without approval of your department head and the Business Continuity Coordinator.
2. Within 14 days of receipt of this letter of designation you must:
 - a. Review the Business Continuity Plan referenced above and all documentation referenced therein which relates to your assignment.
 - b. Provide accurate recall information to Human Resources and the Business Continuity Coordinator for inclusion in the company Business Continuity Plan Team recall lists.
3. It is your responsibility, as a <BCP Team Name here> member to participate in all training events provided by the Business Continuity Planning Team, the Business Continuity Planning Coordinator or the Company, or in which the Company participates to prepare for a business continuity situation.
4. If you have any questions regarding your responsibilities as a <insert BCP Team Name here> member, you may address them to the Business Continuity Coordinator at <insert name and phone number or email here> or your Team Leader at <insert name and phone number or email here>

Appendix F: BUSINESS IMPACT ANALYSIS INSTRUCTIONS

Purpose: Identify the impacts of disruptions and disaster scenarios that result in denied access to the critical services, buildings and facilities.

Process:

- Determine your critical functions.
- Prioritize your critical functions.
- Assess the impact of denied access to normal workspaces.
- Identify the resources necessary to continue critical functions at an alternate site.
- Determine your recovery priorities and interdependencies so that recovery time objective(s) and recovery point objective(s) can be set.

Outcomes:

- A prioritized list of Mission Critical Functions.
- A list of all supporting equipment, personnel, and vital records necessary to perform your essential functions.
- A concept of operations for return to operation after an interruption of business.

Definitions:

Business Function – A separate, discrete function or process performed by a Business Unit. For example, the Accounting Business Unit in a smaller organization may include accounts payable and accounts receivable as Business Functions while a larger organization may have separate business units that perform these Business Functions.

Critical Functions – Essential Business Functions that are time-sensitive and must be restored first in the event of a disaster or interruption to avoid unacceptable financial or operational impacts to ensure the ability to protect the organization's assets, meet organizational needs, and satisfy regulations.

Supporting Functions – Essential Business Functions that are routinely performed in order for business operations to run smoothly but are not critical to avoiding unacceptable financial loss, satisfy safety concerns or meet other organizational needs.

Action:

1. Identify Knowledgeable Functional Area Representatives

These are your department heads and team leaders. These individuals perform your business processes or have in the past. They know what is required to successfully complete their tasks.

2. Identify Organization Functions including information and resources (people, technology, facilities, etc.)

When identifying organizational functions, it is important to identify and write down what tools you need (people, raw materials, equipment, technology, etc.). The ability to perform a function is dependent not only on assigning

a body to the job but also on all of the underlying resources that support the function. So, if a function requires office supplies, include those in your list. If it is critical that personnel stay onsite for their entire shift, make sure that you include things like a fully equipped break room.

3. Identify and Define the Priority of Criticality Criteria

Now that you've identified your functional experts, systems, equipment, records and supplies that are necessary to accomplish your critical functions, you need to determine the criticality of those functions. It is important to recognize that not every function is critical or even required in a crisis environment. Your functional experts should brainstorm to develop a list of criteria that are used to determine criticality. The easiest way to do this is to give each item on your criticality list a numeric value. This is a simple way to see what is most important to consider about a function and what is not. Once all of your functions are scored against the criteria, those with the highest score are the most critical.

4. Senior Management Review

Once your functional experts have developed your list of criteria and assigned a value to each, it is important to the process to obtain senior management approval of the criteria and values. They may want to add or subtract criteria, or change values. With their understanding of the entire business process, they may see things at the macro level that have been lost while the functional experts have been focusing strictly on step by step processes.

5. Coordinate Analysis

At this point, you and your team must coordinate your lists. You may be the boss, but if you want the plan to work you need buy-in from the people you work with on a daily basis. Working together to develop a rank-ordered list of critical functions helps to build consensus and buy-in. Once you have each of the functions rank ordered by priority, the analysis continues to refine the product. You need to determine whether or not it is feasible to attempt to perform all of the functions in a crisis environment, if the leadership wants to delegate some functions, if it is necessary to establish a cutoff point that you won't drop below, if you can maintain your supply chain for critical materials, etc. This process is likely to be the most difficult step of the analysis. Everybody considers their function a priority. However, in a crisis that isn't always possible. Equally important in this process is determining those personnel, systems, records, etc. that are non-essential and how you are going to handle them.

6. Identify Interdependencies (Internal and External to the Organization)

Now that you have a prioritized list, you can further define and refine it by examining where functions are dependent upon other entities both inside and outside the organization. Once you have identified the interdependencies, you have to coordinate with those other entities to develop a support plan for emergencies.

Finally, you have your final draft list of functions, essential personnel, systems, records, supplies and other equipment to perform the most essential functions of your business. You have also developed the critical information that will determine your concept of operations in the crisis environment.

7. Define Restoration Objectives and Timeframes

Up to this point, you have focused on what and how to function during a crisis. Continuing operations during a crisis is hard work. Maintaining recovery operations will take so much of your attention, returning to normal

operations is sometimes forgotten in the process. Now is the time to decide how to get back to full operations at a permanent site.

This is often the most difficult step. Moving to a new permanent location may require phased operations. Rebuilding at your current site may require shifting all or part of your operations to temporary facilities. You may lack the resources to make a move or to immediately start rebuilding because of the nature or magnitude of the emergency. In those cases, you need to time-phase the process. Whatever your requirements are for return to your full operational capabilities, they need to be identified here.

Do not skimp in this area. You can have the best plan for crisis operations in the world, but if you can't get your facility back to full capability at a permanent site then ultimately you have failed. Remember, you will rely on outside help from the government, insurance companies, utilities, and construction companies, among others. All of these will have many demands on them for attention in a large-scale emergency.

Enclosures: 1. BIA Form

2. Application Impact Analysis form

C.1 Business Impact Analysis Questionnaire

Department Name:	
Completed By:	

Organizational Impact				
The loss of this business unit would have the following effect on the organization:				
☐ Catastrophic	☐ Moderate	☐ Minor		
Comments:				
How long can your organization perform without this business unit?				
Check only one.	☐ Up to 3 days	☐ Up to 1 week	☐ Up to 1 month	☐ Other:
Comments: (Assume that the loss of this business unit occurred during your busiest or peak period.)				
Does this business unit have peak operational periods?			☐ Yes	☐ No
If yes, identify peak periods for this business unit:				
Day:				
Week:				
Month(s):				
Have you developed/established workaround procedures (manual or otherwise) to continue operations in the event the business unit is unavailable?			☐ Yes	☐ No
If yes, please indicate when the procedures were last tested and explain the results:				

Use the following codes for the next four questions:

A. Up to \$10,000

D. \$1,000,000 - \$10,000,000

B. \$10,000 - \$100,000

E. Over \$10,000,000

C. \$100,000 - \$1,000,000

	Day 1	Day 3	Week 1	Week 2	Week 3
1. Losing this unit will result in lost revenue from fees, collections, interest, penalties, etc.					
2. Losing this unit will erode our customer base. The cost out to the organization from lost business is estimated at:					
3. Losing this unit will result in the following fines and penalties due to regulatory requirements (federal, state, local):					
4. The loss of this business unit has legal ramifications due to regulatory statutes, contractual agreements, etc. Specify potential areas of exposure:					

C.2 Application Impact Analysis Questionnaire

Preliminary System Information	
Organization:	Date BIA Completed:
System Name:	BIA POC:
System Manager Point of Contact (POC):	
System Description: <i>(Discussion of the system purpose and architecture, including system diagrams):</i>	
A. Identify System POCs	Role
Internal <i>(Identify the individuals, positions, or offices within your organization that depend on or support the system; also specify their relationship to the system)</i>	
External <i>(Identify the individuals, positions, or offices outside your organization that depend on or support the system; also specify their relationship to the system)</i>	
B. Identify System Resources <i>(Identify the specific hardware, software, and other resources that comprise the system; include quantity and type)</i>	
Hardware	
Software	
Other Resources	

C. Identify Critical roles <i>(List the roles identified in Section A that are deemed critical)</i>		
D. Link critical roles to critical resources <i>(Identify the IT resources needed to accomplish the roles listed in Section C)</i>		
Critical Role	Critical Resources	
E. Identify outage impacts and allowable outage times <i>(Characterize the impact on critical roles if a critical resource is unavailable; also, identify the maximum acceptable period that the resource could be unavailable before unacceptable impacts resulted)</i>		
Resource	Outage Impact	Allowable Outage Time
F. Prioritize resource recovery <i>(List the priority associated with recovering a specific resource, based on the outage impacts and allowable outage times provided in Section E. Use quantitative or qualitative scale {e.g., high/medium/low, 1-5, A/B/C})</i>		
Resource	Recovery Priority	

Appendix G: Business Restoration Timetables

Establishing timetables for the restoration of critical functions will help you stay on track and give employees short, medium and long-term goals upon which they can focus.

Critical Business Units and Return Time Objectives (RTO)

Time Period (<24 Hours)	Time Period (2-4 Days)	Time Period (1 Week)

Critical Business Function (CBF) Staff Requirements and Locations

Recovery Team or CBF	Alternate Site		Command Center	Employee Homes	Other Site
	Immediate RTO	Short Term RTO			
CBF/Team 1					
Function					
Function					

CBF/Team 2					
Function					
Function					

CBF/Team 3					
Function					
Function					

CBF/Team 4					
Function					
Function					
Function					

Totals	0	0	0	0	0