BUSINESS RECOVERY PLAN

Home Office

EMERGENCY OPERATIONS CENTER

Quick Referrence Guide

I.   Activation of EOC (P.9)

The EOC is activated by order of the Crisis Management Team.

II. Activation Levels / Staffing

Level 1   The incident impacts, or is likely to impact, a number of critical functions and possible use of Recovery teams.
Staff: EOC Manager
EOC staff on standby alert.

Level 2   The incident impacts, or is likely to impact, a moderate number of critical functions and a limited use of Recovery Teams.
Staff: EOC Manager
EOC staff members.
Users: Crisis Management Team member

Level 3   The incident impacts, or is likely to impact, a large number of critical functions and all Recovery Teams are activated.
Staff: EOC Manager
EOC staff members.
Users: Entire Crisis Management Team
All Recovery Team Leaders
All Recovery Team Scribes (In EOC work areas)

The primary EOC is located at _____. If the
area of the emergency includes the primary EOC, the secondary EOC is located at --------
----------------. If the primary and secondary locations are affected the official activating the EOC will confirm the location with the EOC staff when notification is made.

The EOC staff member who is currently "on call" will report immediately to the EOC. Upon arrival at the EOC he/she will call in the other EOC staff. The initial communications effort will require more than one staff member at the EOC.

When the duty EOC staff member arrives at the EOC he/she will call or page the activating official to inform him/her that the EOC is operational. The activating official will provide the EOC staff with information concerning who to call and what message to give.

III. EOC FUNCTIONS

A. Provide a Central Point of Contact (p.10)

The EOC support staff acts as a clearinghouse for emergency response and recovery information. The primary EOC inbound telephone number(s) _____ _____ are given to all Recovery Team members. They will call to report injuries; to update the progress in their area; to find a specific manager; to pass along media inquiries; etc. Everything that happens during the Response/Recovery Operations will eventually be recorded at the EOC.

B. Initial Notification (p.11)

The EOC staff is responsible for notifying Recovery Team leaders and members as directed by the EOC manager.

Initial notification will be logged on the Notification Checklist. Place the appropriate contact status code and the time the call was made in the Status and Time Called column. Make room for multiple entries if the initial call is not a "Contact Made". Each call requires a time and status entry.

C. Record Inbound/Outbound Calls (p.12)

All calls will be logged on the telephone log sheets. Place initials at the end of the log entry.

D. Gather Critical Information (p.13)

Reports will be posted on bulletin boards. Other key information will be written on presentation boards of easel pads. Keep the information tracking system up-to-date. Specific tracking information is listed on page 7.

E. Requests for Resources (p.14)

Record the resource requests as they come in. That information is posted on the appropriate Unresolved Issues status boards. The EOC Manager or Alternate EOC Manager will deal with critical requests immediately.

F. Inform Key Managers of Status (p.15)

Monitor the changing situation reports and post the information on the Response/Recovery Situation board. The EOC Manager or Alternate EOC Manager will inform the Crisis Management Team Leader of critical information as soon as it is received at the EOC. The Crisis Management Team Leader may require that the EOC staff contact specific personnel and provide them with critical information.

G. Contact Managers for Information (p.15)

The EOC Manager may require information from specific individuals. The EOC staff would locate the individual and obtain the necessary information. Write down the request and the response in the telephone log. Post or update the information on the appropriate Unresolved Issues status boards.

H. Media Questions (p.15)

All employees are instructed to send media requests for information to the EOC. Company Officials designated to be the Public Information Officer are the only employees authorized to make statements to the media. Refer all such requests to the EOC manager.

I. EOC Operations Log (p.16)

The EOC Operations Log is a working record of the activities conducted by the EOC.

CONTACT LISTS
I. Crisis Management Team Members (List not provided in this copy)

II. EOC Staff

EOC Manager
Name:
Office Phone:
Address:
Home Phone:
Other Phone:
Pager:

Alternate EOC Manager
Name:
Office Phone:
Address:
Home Phone:
Other Phone:
Pager:

Staff Members

Name:
Office Phone:
Address:
Home Phone:
Other Phone:
Pager:

Name:
Office Phone:
Address:
Home Phone:
Other Phone:
Pager:

Name:
Office Phone:
Address:
Home Phone:
Other Phone:
Pager:

List contact information for Team Leaders and Alternate Team Leaders for all Recovery Teams

III. Recovery Team Leaders and Alternates

Table of Contents

EOC Organization

The EOC is established in the following functional areas:

- ***Communications Room***
- ***Meeting Room***
- Media Briefing Room
- Workspace for individual team representatives

I. The communications room

includes a phone bank of ***no less than 4 dedicated phone lines*** and a TV/VCR to monitor local news. The room is set up to prevent the sound from monitored devices to interfere with telephone communications. The room is separated from other functional areas to prevent others from congregating in the area. Radio communications monitoring police and other response agency radio traffic is conducted in the _____.

II. The Meeting Room

is large enough to comfortably seat the maximum number of participants expected in a meeting. That number may include the Crisis Management Team, Recovery Team Leaders, and representatives from outside agencies. The meeting room is equipped with status boards, wall mounted presentation pads and white boards, (only use easels as a back up if possible) for tracking the recovery process. EOC staff updates the status boards. Space and connections are available for a television if televised press conferences from other sources may be a part of meetings.

III. The Media Briefing Room

is not within the security perimeter of the rest of the EOC. The briefing room is a controlled access room to ensure that only authorized members of the press has access. The room is configured to support briefings to the media. Facilities will designate parking lot spaces for satellite up-link trucks.

IV. Recovery Team workspace

is available for team representatives co-located in the EOC. Each space includes separate voice and data lines and power (surge protector).

A UPS and generator to provide power in the event of power outages service the EOC.

EOC Supplies and Equipment

I.   Communications:
Telephones
Fax and back up fax
Dedicated telephone line (not connected to ACD)
Cellular telephones with chargers that allow charge-while-talk operations.
Radios. (WalkieTalkie) as required.
Television, VCR, AM/FM radio, Police / Fire Department radio scanner, weather radio,

II. Office Supplies:
Message slips
Lined pads
Pencils
Manual pencil sharpener
Markers and erasers for white boards
Blank videotapes
Masking tape
Flashlights and spare batteries
Printer / Copier paper
A-frame easels with white paper pads (to augment white boards)
File folders, paper clips, rubber bands, rulers scissors, staplers, etc.

III. Office Equipment:
PC's
Printers (2 or more)
Copiers (2 each)
Paper shredder
Three hole punch
Tape recorder

IV. Documents:
Business Continuity Plans
Other Recovery SOPs
Payroll and Benefits SOPs
Building Blueprints (All buildings)
Electrical Schematics (All buildings)
Area map showing all alternate facilities
Local Street guide/map
Local Telephone Directories
Branch Office contact lists
Procedures for installing BCP software

Detailed Information

I. Activation of EOC

WHEN

The EOC is activated by order of _____, _____ or _____. Activation notification will be made through _____ or other official so designated.

WHERE

The primary EOC is located at_____. If the area of the emergency includes the primary EOC, the secondary EOC is located at_____. If the primary and secondary locations are affected the official activating the EOC will confirm the location with the EOC staff when notification is made.

WHO

The EOC staff member who is currently "on call" will report immediately to the EOC. Upon arrival at the EOC he/she will call in the other EOC support staff. The initial communications effort will require more than one staff member at the EOC.

The EOC will be managed by _____. The "On Call" EOC support staff includes _____. The day-to-day EOC support functions will be handled primarily by _____ with additional support, as required, from _____.

WHAT

When the duty EOC staff member arrives at the EOC he/she will call or page (P) the activating official to inform him/her that the EOC is operational. The activating official may be calling other personnel and telephone may be busy. The duty staff should page him/her if necessary. The activating official will provide the EOC staff with information concerning who to call and what message to give.

EOC FUNCTIONS DETAIL

I. Provide a Central Point of Contact

The EOC support staff acts as a clearinghouse for response and recovery information. As such the EOC provides a critical service during difficult times.

The primary EOC inbound telephone number(s) _____ _____ will be given to all Response / Recovery Team members. They will call to report injuries; to update the progress in their area; to find a specific manager; to pass along media inquiries; etc. Everything that happens during the Response/Recovery Operations will eventually be recorded at the EOC.

Other EOC functions include:

- Initial Notification
- Record Inbound/Outbound Calls
- Gather Critical Information
- Receive Requests for Resources
- Inform Key Managers of Status
- Contact Managers for Information
- Receive Media Questions (Direct to Public Information Officer)

II. Initial Notification.

After the activating official notifies the EOC duty staff, he/she will begin the process of notifying key managers of the situation. When the duty EOC staff activates the EOC, the EOC staff assumes the responsibility of notifying the remaining key managers.

The activating official will provide the EOC staff of the message to give key managers. He/she will also tell the EOC staff whom to contact. The EOC staff will write down the message and who to contact word for word. The EOC staff member will read the message back to the activating official to insure that the information is correct.

If the activating official or the EOC staff gets an answering machine, give a brief message explaining the situation and ask them to call the EOC for further information. DO NOT CALL OUT ON THE PHONE (S) USED FOR INCOMING CALLS _____ _____. Call out on the _____ _____ line(s).

The activating official will report to the EOC as soon as possible after activation. While in route to the EOC he/she can be contacted on the cellular (C) phone should questions arise.

Upon arrival, the activating official will assume responsibility for the functions of the EOC.

Initial notification will be logged on the Senior Management Notification Checklist. Place the appropriate contact status code and the time the call was made in the Status and Time Called column. Make room for multiple entries if the initial call is not a "Contact Made". Each call requires a time and status entry.

III. Record Inbound/Outbound Calls

All calls will be logged on the telephone log sheets. The following information is required on all in and out bound calls:

- Date and time of call
- Name of person being called
- What the call was about

For inbound calls also include the action taken by the EOC staff member in relation to the call. Some examples include:

- "Passed along information to (Name)"
- "Answered caller's question concerning _____"
- "Put information on status board"

The initials of the person handling the call must be at the end of the log entry.

WHY KEEP TELEPHONE LOGS?

Emergency or disaster situations can be confusing. Much of the information passed on by telephone is critical to our recovery. Important information could be lost unless all telephone calls are recorded accurately in a logbook.

After an emergency it is important to study the actions taken by all participants. We can identify what we did right and what needs to be improved. Most of the actions taken in an emergency are by phone. It is difficult to study our responses without an accurate record of those telephonic actions.

IV. Gather Critical Information

Accurate and timely information is essential for effective emergency response and disaster recovery. The EOC is a clearinghouse of information on:

- What are the unresolved issues?
- What is needed and where is it needed?
- How are we doing?
- Who is working, on what, and where are they?

The departments in daily reports will provide most of this information. Some of the information will be provided over the telephone. There will be a system established to track this information. Reports will be posted on bulletin boards. Other key information will be written on presentation boards or easel pads.

The EOC Manager or Alternate EOC Manager is responsible to establish the information tracking system for critical information. The EOC staff is responsible for keeping the system up to date.

There will be Unresolved Issues status boards for the following areas:
- Personnel
- Health and Safety
- Recovery Teams
- Business Units
- Computer Operations
- Production Operations
- Communications
- Equipment
- Purchasing
- Facilities Work Orders
- Response/Recovery Situation
- Disaster situation (e.g. cresting of rivers, road closings, local utility damage, additional snowfall,)

V. Requests for Resources

Recovery and disaster recovery requires many types of resources. Those resources may include:

- People
  - Recovery Team Members
  - Security Guards
  - Cleaning Staff
  - Drivers
  - Temporary Employees
  - Supporting Vendors
- Supplies
  - Replacement Office Supplies
  - Recovery Supplies
  - Computer Printer Paper, Ribbons, etc.
- Health and Safety
  - Food and Water
  - Vaccines
  - Sanitary
- Equipment
  - Replacement Production Equipment
  - Additional Production Equipment
  - Replacement Computer Equipment
  - Additional Computer Equipment
  - Special Recovery Equipment
- Furniture
  - Replacement
  - Additional

The EOC staff must record the resource requests as they come in. That information would be posted on the appropriate Unresolved Issues status boards. The EOC Manager or Alternate EOC Manager will deal with critical requests immediately.

VI. Inform Key Managers of Status

The situation can change quickly during Recovery or disaster recovery operations. The persons in decision-making positions require the latest information so they can make the best decisions possible. The managers assigned to carry out the response and recovery tasks need to be informed as soon as possible of changes in those tasks.

The EOC staff will monitor the changing situation reports and post the information on the Response/Recovery Situation board. The EOC Manager or Alternate EOC Manager will inform the Recovery Director of critical information as soon as it is received at the EOC. The Recovery Director may require that the EOC staff contact specific personnel and provide them with critical information.

VII. Contact Managers for Information

The Crisis Management Team or EOC Manager may require information from specific individuals. The EOC staff would locate the individual and obtain the necessary information. Write down the request and the response in the telephone log since most contact is made by telephone. Be sure to post or update the information on the appropriate Unresolved Issues status boards.

VIII. Media Questions

Newspapers, radio, and television reporters may want information about the company and the emergency situation. All team members are required to pass along those requests to the EOC.

_____, _____, _____, or _____ or a company official designated to be the Public Information Officer are the only employees authorized to make statements to the media. Refer all such requests to _____ or the acting EOC manager.

IX. EOC Operations Log

The EOC Operations Log is an official record of all activities conducted by the EOC. The EOC manager will insure that the following information is recorded:

- The time and date that the EOC begins and ends operations.
- Who is working in the EOC, shift changes, etc.
- All critical information provided to the EOC from any of the following:
    - Telephone Log
    - "In person" briefings and reports
    - TV and Radio Press Conferences
    - TV and Radio announcements
    - Copies of proclamations
    - Pertinent Newspaper stories
    - Division Daily Reports
    - Recovery Meeting minutes
    - Verbal and published directives

X. Recovery Preparedness

Team plans are intended to be living documents. They should reflect the latest information available. Recovery Coordinators and Team Leaders are responsible for reviewing and updating their plans on a semiannual basis.

The Team Leader, alternate Team Leader and other individuals who have copies of the team plan will be sent updates each time the plan is changed. The accepted practice is to print and distribute only the page or pages have been changed rather than the entire plan. Cover sheets for plan updates will be attached to the end of this section.

A. Semiannual Plan Review
(Updates due January 1 and July 1)

<u>Team Leader and Alternate Team Leader</u>. This section identifies the persons assigned in the leadership positions. It should be reviewed by the team leader to identify changes in assigned personnel.

<u>Recovery Team Alert List</u>. This section provides contact information for all personnel assigned to the team. This list is prone to change since team members may leave or join the team, names may change due to marriage and contact information may change. The team leader should send a copy of the Recovery Team Alert List to each team member to review and update.

<u>Critical Functions List</u>. This section, found in Team Leader Responsibilities, identifies the critical functions that apply to the team. The Team Leader will review the functions to determine that they are accurate.

<u>Team Recovery Steps</u>. This section identifies the strategies for recovery of critical functions. The team leader will review this list to determine that the strategies are meet the current business objectives and accurately reflect the best possible solution.

<u>Vendor and Customer Lists</u>. This section identifies the contact information for critical vendors and customers. The team leader will review this list to determine that the list is complete and accurate.

<u>Workarea Requirements</u>. This section identifies critical resources required to support the recovery at the work area site. The team leader will review this list to determine that the list is complete and accurate.

<u>Off Site stored Materials</u>. This section identifies critical records or resources stored off site. The team leader will review this list to determine that the list is complete and accurate.

B. Training and Exercises

Updated plans are not enough if the people assigned to recovery teams don't know what is expected of them. Team members should receive training on recovery concepts in general and their team's functions in particular. Exercises help identify needed improvements in strategies and plans. Exercises also give team members valuable experience in dealing with the challenges inherent in recovery operations.

The Business Continuity Analyst in cooperation with the local Recovery Coordinator conducts training and exercises.

Team Member Orientation. This is a one-hour overview of the Business Continuity Program. Each team member should attend once per year. It is also available for the general employee population.

Team Exercise. The entire team participates in a two-hour tabletop exercise with a focus on their recovery strategies.

Team Leader Exercise. All the team leaders and Alternate Team Leaders participate in a two hour tabletop exercise with a focus on facility wide recovery.

Functional Exercise. Actual hands-on test of hardware or connectivity capability at Workarea Recovery Centers. Actual use of alternate (manual) production process at the home or alternate facility.

C. Activity Schedule

This document allows Team Leaders to track their own plan review, training and exercise activities for the year. The Coordinator and Business Continuity Analyst will periodically request a copy of the document to review the team's preparedness status. A new document will be started each year. The Recovery Coordinator will keep each year's completed activity schedule on file for audit purposes.

D. ACTIVITY SCHEDULE

Plan Reviews

Enter the dates when plan reviews were conducted.

Plan Holders	Due Jan 1	Due Jul 1
Team Leader (Name)		
Alt. Team Leader (Name)		
(Name)		
(Name)		
(Name)		
(Name)		

Training / Exercises

Enter the dates and number of participants for each activity. Each exercise type is expected to be conducted at least once per year.

Activity	Date Conducted	# of Participants	Comments
Orientation			
Team Exercise			
Team Leader Ex			
Functional Exercise			

Team Leaders: Attach participant sign in sheets, evaluations and comments to this sheet. Send this page to the Recovery Coordinator no later than December 1.

Recovery Coordinator: Make copies for local files and send originals to the Business Continuity Analyst no later than December 15. Distribute a new Activity Schedule form to the Team Leaders in time for the Jan 1 review.

E. Plan Update Cover Sheets

Each time a plan is updated the new or changed sheets are sent to all plan holders with a coversheet that identifies the pages being replaced. Every plan holder that receives the updates will place the cover sheet in the plan behind this page.

Plan update cover sheets must identify the date of the change, the pages to remove and the pages to add.