

Basic

DISASTER RECOVERY & CONTINGENCY POWER PLAN

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INTRODUCTION

World events post 9/11 clearly demonstrate that terrorism and other catastrophic events can severely disrupt the operation of schools, government and business. One of the most prudent precautions an organization can adopt to reduce the adverse impact of such event is the adoption of a well thought out emergency response plan that deals with a variety of emergencies, including the potential risk of terrorist attacks.

The best Emergency Response Plans (ERP) address basic procedures which are needed to handle anticipated emergencies at your facility or business.

These plans should be shared and circulated to ensure that everyone in the organization is familiar with them and can access them quickly and efficiently.

Your plan should have:

- Clearly written policies that designate a chain of command, listing names, duties and emergency contact information
- Names of those responsible for risk and damage assessment who should be notified
- Procedures and check lists to restore all important processes
- Evacuation procedures

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INTRODUCTION AND PURPOSE

All organizations are susceptible to disasters of all types, which can interrupt their business, or in the worst cases, shut them down permanently. These disasters may be grouped into five categories:

1. Natural Disasters - Hurricanes, Tornadoes, Winter Storms, etc.
2. Man-made Disasters – Fires, Bomb, Biological or Chemical, Accidents;
3. Equipment Malfunctions
4. Threats, Terrorist Attacks, Angry / Dangerous Clients or Employees
5. Political Disasters, Strikes, Riots, Civil Disturbances, etc.

Contingency planning is the identification, prior to a disaster, of all critical procedures and resources necessary for the organizations survival. The purpose of such a program is to anticipate, and plan for these emergency situations before they arise, thus lessening their effects. A properly organized plan will ultimately take into consideration the safety of clients, students and employees first, and will also minimize the business interruption, which usually succeeds a disaster.

Here are some useful web sites to gain additional, specific information:

American Red Cross	www.redcross.org
Centers for Disease Control and Prevention	www.cdc.gov
Federal Bureau of Investigation	www.fbi.gov
Federal Emergency Management Agency	www.fema.gov
Occupational Safety and Health Administration	www.osha.gov
National Fire Protection Association	www.nfpa.org

THE NEED FOR A CONTINGENCY PLAN

In today's increasingly data processing driven, and computer assisted business world, there is an important reality that is often overlooked:

***DISASTERS DO HAPPEN!
AND CONTRARY TO POPULAR
BELIEF, THEY DON'T HAPPEN
ONLY TO OTHERS!***

With this in mind, there is a dire need for most (if not all) organizations to have a disaster recovery and contingency plan.

A few reasons for the necessity of implementing such a plan include:

- Protection of customers and employees
- Maintenance of a cash flow
- Protection of vital records
- Legal requirements by authorities
- Maintenance of healthy relations with all concerned

Natural disasters are not the only risk to be considered. Human error and computer crime are silent, hidden factors that can cripple or corrupt a business.

All organizations face potential disruptions and also liability lawsuits if they do not have a plan in place. In the near future all insurance carriers will require such a plan if it is not already required in your state – also if you live near a nuclear power station or other sensitive area.



EMERGENCY RESPONSE TEAMS (ERT)

In the event of a disaster, or eminent emergency situation, several emergency response teams (formed soon after the contingency plan is initially implemented) will be responsible for properly activating, and administering the disaster plan in conjunction with the ERT Coordinator (person chosen at the time the contingency plan is adopted). Some teams, and their responsibilities, deserving due consideration, but not necessarily contained in every plan include *:

A. Security Teams

1. Alerting and warning
2. Incident recording and reporting
3. Law enforcement
4. Movement / evacuation supervision

B. Fire Control Teams

1. Small fire fighting
2. Hazardous materials management

C. First Aid Teams

1. CPR Skills
2. Basic first aid skills / some advanced first aid skills

D. Damage Assessment and Recovery Teams

1. Securing shelter for temporary operations
2. Building inspection
3. Construction recovery
4. Engineering recovery

E. Service Teams

1. Public notification systems
2. Transportation services
3. Equipment services
4. Emergency shelter designation
5. EDP/vital records management

F. Supplies Teams

1. Medical supplies
2. Food, water, candles, tape, blankets
3. New equipment supplies
4. Sanitation supplies

*In smaller organizations, these teams may perform several, overlapping functions

EVACUATION ROUTINE

The goal of this function is to evacuate people, and move resources out of the threatened area. Depending on the emergency circumstances, evacuation of the building, site or area may require provisions for completing a number of sequential actions. All interactions among these responses must be identified, and thought out in a systematic fashion so that a proper sequence can be established to insure that operations flow smoothly, and that no unnecessary risks occur. This section of the plan should have provisions for:

- Describing conditions under which an evacuation should be ordered
- Developing evacuation procedures for the appropriate options for various hazards
- Identifying people responsible for ordering an evacuation
- Providing maps indicating evacuation routes from buildings within the facility
- Determine areas where different departments and personnel should report after exiting the building
- Provide for organized head count, and develop system for identifying missing persons
- Establish system that insures that vital records are evacuated
- Periodic evacuation drills to ensure that the procedure is working smoothly

POWER OUTAGE PREPAREDNESS

Be sure you know where your main circuit breaker is located and how to reset it.

Ask the ERT Coordinator to make the determination whether evacuation is necessary or not. Ensure that emergency lighting operates and that all employees have a copy of your evacuation plan.

Check your main fuses or circuit breakers to see if they have blown or tripped. Replacing a fuse or resetting a circuit breaker may restore your electricity.

If you use a standby generator, be sure that it is being regularly maintained. Generator maintenance should be performed at least annually, and depending upon the critical nature of your business, generator maintenance may be performed quarterly or even monthly. If improperly installed or without proper maintenance, a generator can cause dangerous conditions for utility company employees working to restore the power. Your generator could be damaged when the power is restored if a double throw disconnect is not used and properly installed.

If your generator is being maintained by a reputable generator service company, work with them to develop a plan for complete generator failure. Your plan should address arrangements for a rental generator to be delivered, including specifying the location of the rental generator, and procedures for hook up, and powering it up. Check into the company's on site fueling service too. Use this emergency site survey form. Keep a copy on hand and give a copy to your generator service vendor. That way, when you call, your generator vendor will have answers to all the questions they require and your generator will be on its way to you in short order.

Keep an adequate supply of the following on hand at all times. These should be kept in a cool, dry place and all employees should know where to find them.

- Flashlights
- Battery-operated radio
- Candles and matches
- Extra batteries for flashlights and radio
- Basic first-aid supplies
- Drinking water and food

After ensuring that all customers and employees are safe, check the building for any damage. Never wade into a flooded area unless electricity supplying sump pumps, or other electrical equipment has been disconnected. Check for cracks in walls or roofs that may be unstable. Check for signs of gas leaks. Never go near downed power lines; let qualified people from the power supplier handle these situations.

HVAC should be turned off during power outages. Wait several minutes after the power has been restored to turn it back on.

WINTER STORM PREPAREDNESS

It is more beneficial to prepare earlier than later when planning for winter storms. Areas of the country that are prone to severe storms, or have the potential for an occasional storms, should begin preparing for the winter season well in advance. Due to the fact that different areas of the country experience their winter weather at different times of the year, it is up to your discretion to decide when to have all the necessary preparations completed. It is generally safe to have these procedures completed one to two months in advance of the normal winter season. One important consideration to keep in mind when planning for winter storms is that, unless you are very unfortunate, everyone in the area is affected by a severe winter storm - they cover large areas of land. This is in great contrast to a hurricane which maintains an erratic path, and often does most of its damage in concentrated areas. Therefore, it should not be a great issue to immediately recover from such a storm; most of your competitors in the area are probably suffering the same problems that you are, and there is no need for panic. Some helpful hints, however, in preparing for winter storms, that may perhaps lessen their effects, are as follows:

- Make sure that all dry pipe sprinkler systems have been drained completely, and that all wet pipe systems have been properly protected (with anti-freeze) against freezing and cracking.
- Where applicable, make sure that the auxiliary generator has been tested, and is in fine operating condition.
- Notify the public notification systems about a potential closing so that the public, customers and employees are informed of the situation at hand.
- Make sure that the necessary supplies have been purchased, and restocked in case people are stranded at the building location. These supplies would include candles, food, water, and most importantly, blankets.
- Monitor the local and National Weather Service, remaining aware of storms that might potentially affect your area. When there are storms in the near future, it is advisable to have a meeting of the ERT Coordinator and Chairmen to discuss possible plans of action.

FIRE PREPAREDNESS

In today's business world, there is an increasing emphasis being placed on the use of computers and electrical equipment. As industries continue to push toward overhauling and updating their data systems, there is a greater risk for electrical fire. In addition many companies maintain a vast amount of combustible and flammable materials in the work place. With this in mind, everyone must be aware of what to do in the event that fire is ignited. There are two specific cases that need to be addressed:

Upon discovery of a fire, the following procedures should be followed:

- A. Immediately dial 911 and report the fire to the local fire department.
- B. Report the fire to the nearest ERT Chairman or Department Manager.
- C. The fire should be investigated by either A or B, and a decision should be made as to whether or not the building should be evacuated.
- D. If the fire cannot be extinguished locally, the ERT Coordinator, or one of the Chairmen will be responsible for evacuating the premises.
- E. The manual alarms should be activated at this time. (The employees should be aware of the location of these alarms - they are generally found near all stairway exits).
- F. All employees should vacate the building by way of the nearest stairwell, and report to their designated areas immediately.

DO NOT USE THE ELEVATORS!!!

FIRE PREPAREDNESS (cont.)

In the event that the smoke detectors or manual alarms are activated, everyone should proceed with the evacuation procedure. It is highly beneficial to everyone to test these procedures occasionally, and determine the efficiency of this routine. It is also suggested that everyone in the building be aware of the nearest alarms, extinguishers and exits. One more recommended course of action that would help minimize losses in a fire is to have the sprinkler, or extinguishing system, as well as the detection systems, periodically tested to confirm that they are operating properly. Following these procedures will help facilitate the manner in which a small fire is extinguished, as well as help expedite a calm and speedy evacuation of the premises in the event of a larger fire.

BOMB THREATS /TERRORIST ATTACK / BIOLOGICAL OR CHEMICAL ATTACK

In the event of a bomb, biological or chemical threat, there are a few procedures that, if properly adhered to, will help alleviate some of the panic and confusion normally associated with such an evacuation procedure. There are two different situations to plan for:

DURING WORKING HOURS

Upon notification of a bomb threat, adhere to the following:

- A.** Immediately dial 911 and notify local authorities
- B.** Report the bomb threat to the nearest ERT Team Chairman or Department Manager, who can inform other chairmen and managers to begin the evacuation of the building
- C.** Notify building management so they can, in turn, notify other possible tenants who may be in danger
- D.** All employees and students or clients should calmly vacate the building via the nearest stairwell, and report to their respective superiors

DURING NON-WORKING HOURS

Upon notification of a bomb threat, adhere to the following:

- A.** Immediately dial 911 and notify local authorities.
- B.** Determine if there are any other employees or students in the office and vacate the building immediately.
- C.** Notify building management so they can, in turn, notify other possible tenants who may be in danger.

DANGEROUS AND THREATENING SITUATIONS

This section will consider all types of dangerous and threatening situations that may face the company and its personnel. These would include such examples as irate and disoriented customers or employees, as well as armed and unstable individuals off the street. Due to the fact that there are many circumstances that may be placed in this category, it would be virtually impossible to address them all. Therefore, the following is a list of suggested procedures to be utilized in one of these crisis situations. (It is ultimately the responsibility of management to decide how a specific set of circumstances should be handled.). Some things to consider are:

- Have someone (more than one person is suggested) designated to alert the local authorities of the problem.
- Have someone notify the building security (if one exists).
- Make sure that everyone is always prepared for this type of crisis (the last thing needed is a panicked state that may "light the fuse" of this person).
- Make it known that the employees should never argue with these people, in fact it is recommended that the employees keep a smile on their face and do everything in their power to appease them.
- An attempt should be made to reason with the person and portray a feeling of understanding towards them.
- Consideration should be given to the possibility of evacuating the building.
- Having people seek shelter is a final option.

This area may include the potential threat from a student to another student, or a teacher – there will need to be a special section included for schools.

ELECTRONIC DATA PROCESSING AND VITAL RECORDS PRESERVATION PLAN

This section of the Contingency Plan is designed for the protection and preservation of all vital information and critical data, both in electronic and hard copy forms. This would include any important papers and / or files, as well as any vital information that is saved on diskette. These operations should be coordinated by the ERT Service Team. Once a disaster is eminent and the Contingency Plan has been activated, many of the following procedures should be initiated and completed:

ELECTRONIC DATA PROCESSING

- Everyone should be notified that all data stored on personal computers should be backed-up
- The ERT Service Team should be informed of the existing situation and immediately begin the gathering and transferring process (to either an off-site storage area, or the emergency operations center)
- All hard discs should be secured and prepared (by the qualified people) for movement to the new location

VITAL PAPER FILES

- This would include all important files that are an important link with both customers and suppliers. This would include all student files and personell files
- Determination of documents that are vital and/or irreplaceable to the business. Extra care should be taken in the storage of these file
- A 1-4 hour time frame should be allotted for the completion of these tasks

OTHER ACTIONS:

- All windows should be taped and blinds down, (unless otherwise instructed by building management) to help minimize glass shattering and blowing water or debris
- All doors should be closed, but not locked

POLITICAL DISASTERS

This part of the contingency plan will take into consideration such events as strikes, riots, civil disturbances and other similar circumstances. In the event that one of the aforementioned situations is encountered the following procedures should be followed:

DURING WORKING HOURS

- Dial 911 immediately and notify local authorities of the problem.
- Notify the nearest ERT Chairman or Department Manager of the situation.
- Alert building management of the problem so that other potentially threatened tenants may take the necessary precautions.
- All employees, as well as the public notification systems, should be notified of such a closing or evacuation.

DURING NON-WORKING HOURS

- Dial 911 immediately and notify local authorities of the problem.
- Notify the ERT Coordinator, or one of the ERT Chairmen, of the situation so the necessary actions can be planned for the following day.

TELEPHONE NUMBERS FOR EMPLOYEES, VENDORS AND CONTRACTORS

In the event that a disaster strike is eminent, there are a number of things that need due consideration both before the strike, and, immediately afterwards. These would include construction repairs, moving to and from the temporary site, notifying the employees, public and clients of your pre- and post-disaster plans, and perhaps most importantly, reestablishing the operational capabilities of the company in the aftermath of the disaster. In order to alleviate many of these problems, it is highly recommended that a complete and thorough telephone list be developed and updated on a regular basis. With this list the ERT Teams can properly and efficiently complete their respective responsibilities. Important telephone numbers to include on this list are:

EMERGENCY CONTACTS

- Local Police
- Fire and Rescue
- Ambulance and Paramedics
- Sheriff
- Poison Control
- Employee Contacts
- Administration Personnel
- Supporting Personnel
- Vendor Contacts
- Computer Equipment
- Telephone Equipment
- Office Equipment
- Mail Services
- Transportation Services
- Security and Alarm Services
- Building Contractors
- Carpentry
- Plumbing
- Electrical
- Roofing

PUBLIC CONTACTS

- Local Radio Station
- Local Television Network

COMMON OVERSIGHTS OF CONTINGENCY PLANNING

- Grafting computer equipment onto existing electrical and mechanical systems of standard building code circuits.
- Auditors conducting an engineering study of environmental conditioning products required and then purchasing only brand names in all categories regardless of compatibility.
- Backup battery bank not periodically discharged or emergency generators load tested.
- Transportation procedures to the alternate site which requires all key personnel and critical data to use the same vehicle.
- Selecting a backup site in the vicinity of your data center which could suffer from effects of the same disaster which brought your data center down.
- No copy of the disaster plan at the off-site vault.
- Storing long-term backup media above 80 degrees F and 60% humidity.
- Constructing the backup vault in the same building as the data center.
- No provision in the contingency plan for the return to the data center after the disaster.
- Not updating the recovery plan to account for planned upgrades or conversions.
- Not documenting and reviewing simulation exercises and tests.
- **MANAGEMENT ASSUMES IT HAS A WORKABLE PLAN SIMPLY BECAUSE ONE EXISTS!!!**

CONTINGENCY PLANNING-- MANAGEMENT CONSIDERATIONS

- Fifty percent of all companies (reliant on computer services) who experience a disaster and do not recover within 10 business days, never recover financially or file Chapter 11. Corporate survival depends on how quickly a company can reestablish processing operations.
- Industry research has shown that the critical function of a business cannot continue more than 4.8 days after a catastrophe has occurred and no recovery procedures are in progress.
- In 1985, 3 million people and 75 data centers were evacuated for six hurricanes that struck U.S. coastal regions. 3.5 billion dollars worth of damage occurred as a result of those storms.
- Disaster recovery planning, or its lack, will affect a company's equity position. "Why buy stock in a company that will disappear should the data center go down?"
- It is estimated that over 3000 data centers in the U.S. are so large, hot-sites cannot accommodate their facilities.
- The average firm will lose 2-3% of total gross sales within the first 10 days after its data processing becomes non-operational.
- 75% of all data centers store backup tapes on-site.
- **A RECENT GOVERNMENT STUDY HAS SHOWN THAT 93% OF THE FIRMS WHICH HAD A MAJOR DATA PROCESSING DISASTER WERE OUT OF BUSINESS IN 5 YEARS. THE CHANCES OF SURVIVING SUCH AN OUTAGE, WITHOUT PROPER PLANNING FOR SUCH A PROBLEM, ARE ONLY 7 IN 100!!!**

Non-Profits, also private schools etc are not exempt from the potential of a disaster and need to be prepared.

STAFF AND EMPLOYEE QUESTIONNAIRE

Medical Training

First Aid--Level of Ability_____

CPR--Level of Ability_____

Fire Fighting

Military Experienced Volunteer

Other_____

Law Enforcement

Military Former Police Security Guard

Other_____

Communications

Ham Operator CB Telephone Operator

Other_____

Foreign Language

Languages_____

Fluency_____

Mechanical Ability

Auto Repair Other_____

Construction Ability

Electrical Plumbing Carpentry

Other_____

Experience in Emergency Situation

(Please explain type of experience, if any)

Emergency Vehicles

Vehicles regularly at work which could be useful in an emergency

4-Wheel Drive RV or Van Truck

Station Wagon Other_____

The Questionnaire is an example of how to identify resource people within your organization. Information gathering prior to an emergency, will help to create a more positive and productive environment in the case of a disaster. Employee involvement is the key to your disaster recovery program!!!