IFMA FOUNDATION
WWW.IFMAFOUNDATION.ORG
EDUCATION • RESEARCH • SCHOLARSHIPS

IF YOU FIND THIS PUBLICATION USEFUL, THERE IS SOMETHING YOU SHOULD KNOW

This publication was made possible by the support of people like you through the IFMA Foundation.

Established in 1990 as a non-profit, 501(c)(3) corporation, and separate entity from IFMA, the IFMA Foundation works for the public good to promote priority research and educational opportunities for the advancement of facility management. The IFMA Foundation is supported by the generosity of the FM community including IFMA members, chapters, councils, corporate sponsors and private contributors who share the belief that education and research improve the FM profession.

By increasing the body of knowledge available to facility professionals, the IFMA Foundation advances your profession and career potential.

Contributions to the IFMA Foundation are used to:

- Underwrite research – to generate knowledge that directly benefits the profession
- Fund educational programs – to keep facility managers up-to-date on the latest techniques and technology
- Provide scholarships – to educate the future of the facility management profession

Without the support of workplace professionals, the IFMA Foundation would be unable to contribute to the future development and direction of facility management. That's why we need your help. If you are concerned with improving the profession and your career potential, we encourage you to make a donation or get involved in a fund-raising event. After all, isn't the future of facility management and your career worth your support?

To learn more about the good works of the IFMA Foundation, visit www.ifmafoundation.org or contact william.rub@ifma.org

To make a donation, please go to:
https://www.ifma.org/secure/foundation/donate.cfm

Or make a check out to: IFMA Foundation
1 E. Greenway Plz, Ste 1100
Houston, Texas 77046

Pandemic Preparedness Manual

IFMA FOUNDATION
Research • Scholarships • Education

Prepared for IFMA Foundation

December 2006

Prepared by:

Environmental and Occupational Risk Management®

283 East Java Drive
Sunnyvale, CA 94089

Introduction

This Pandemic Preparedness Manual has been prepared for the IFMA Foundation by Environmental and Occupational Risk Management (EORM), Inc. The Manual is designed to provide Facility Management (FM) professionals with a reference document to assist in planning for, controlling, and responding to the avian influenza and pandemic influenza threats. General guidance on establishing and maintaining a Business Continuity Program is also addressed in this Manual.

Use of This Manual

FM professionals that are responsible for crisis planning, control, response, communication, or any other aspect of preparedness, are encouraged to review this Manual and identify those topics that apply to their respective organizations. As a generic Manual, all information will not apply to all users. We anticipate that some FM professionals will have unique responsibilities not addressed in this Manual. Users should augment this Manual is such cases.

While this manual is geared toward the FM profession, it should be noted that disaster preparedness is most effective when it is applied on an organization-wide basis. An organization that engages in preparedness activities only in the FM discipline will likely remain unprepared for a pandemic or any other significant crisis. We encourage all users to view the information in this Manual within the context of a holistic program that involves appropriate employees, assets, and critical functions within an organization.

Disclaimer

This Manual is intended to be used by the IFMA Foundation and entities identified by the IFMA Foundation. The Manual is designed to provide accurate information with regards to this subject matter. However, as a guidance document, all users retain the responsibility to apply this information appropriately and to augment the information as necessary. Neither the IFMA Foundation nor EORM, accepts responsibility for the application of information contained in this Manual.

Revisions

The IFMA Foundation would greatly appreciate input, suggestions, or requests for clarifications for inclusion in subsequent editions.

Every effort will be made to accommodate all feedback received. Please forward comments and suggestions to

Will Rub
Executive Director
IFMA Foundation
1 E. Greenway Plaza, Suite 1100
Houston, TX 77046
William.Rub@ifma.org

Table of Contents

Introduction **i**

Chapter 1. Avian Flu and Pandemic Influenza Basics **1**

1.1 Avian Influenza Overview 1

1.2 Pandemic Influenza Basics 3

Chapter 2. Instruction Guide – Business Continuity Program **5**

2.1 Business Continuity Planning Overview 5

2.2 The Business Impact Analysis 6

2.3 The Risk Assessment 8

2.4 Business Continuity Strategy Identification 9

2.5 Business Continuity Plan Development 13

2.6 Business Continuity Plan Training and Testing 15

2.7 Business Continuity Program Maintenance 18

2.8 Pandemic FM Risk Factors and Control Options 21

2.9 Business Impact Analysis Worksheet 24

2.10 Risk Assessment Worksheet 25

2.11 Plan Testing Worksheet 27

Chapter 3. Pandemic Impacts Checklists **29**

3.1 Human Health Impacts 29

3.2 Employee & Building Tenant Impacts 30

3.3 Critical Infrastructure Impacts 31

3.4 Social Impacts 33

3.5 Supply Chain Impacts 34

Chapter 4. Pandemic Pre-Planning Checklists **35**

4.1 Crisis Management and Continuity Planning 35

4.2 Policy Development 36

4.3 Communications, Monitoring & Reporting 37
4.4 Supplies & Equipment 38
4.5 Critical FM Services 39
4.6 Employee Training & Awareness 40
4.7 Critical Infrastructure 41

Chapter 5. Pandemic Response Checklists 42

5.1 Crisis Management and Business Continuity 42
5.2 Customer & Employee Protection 43
5.3 Internal Communications 44
5.4 External Communications 45
5.5 Government Response 46
5.6 Supply Chain Management 47
5.7 Security & Travel 48
5.8 Post-Pandemic Recovery 49

Chapter 6. FM Measures for Influenza Control and Mitigation 50

6.1 Facility Cleaning and Disinfecting 50
6.2 Building Systems 53
6.3 Site Access Restrictions and Closure 54

Chapter 7. Avian Flu & Pandemic Influenza Resources 55

7.1 Avian Flu Resources 55
7.2 Pandemic and Seasonal Flu Resources 55
7.3 General Planning and Preparedness Information Resources 56
7.4 Planning and Preparedness Associations 57

Appendices

Appendix 1: Business Continuity Plan (BCP) Template
Appendix 2: Sample BCP – Single Site
Appendix 3: Sample BCP – Corporate HQ
Appendix 4: Sample BCP –International Operations

Chapter 1.
Avian Flu and Pandemic Influenza Basics

1.1 Avian Influenza Overview

1.1.1 What is Avian Influenza?

Avian influenza, or bird flu, is a commonly occurring viral infection in birds. Wild birds can carry the virus, but normally do not become sick. Some domesticated birds such as chickens, ducks, and turkeys may become sick and may die. Strains of avian H5N1 influenza can infect various types of animals, including pigs. Although the USDA is actively monitoring for outbreak of avian influenza in the U.S. and will take steps to eliminate the disease if it does occur, normal egg and poultry processing will kill the virus.

1.1.2 Why is Avian Influenza such a major concern right now?

Bird flu is a concern right now because of the particular strain that is common in some bird populations (H5N1). This strain is highly pathogenic in humans and resembles the 1918 Spanish Flu strain that resulted in the death of over 50 million people worldwide (source: CDC). If H5N1 in birds genetically mutates into a human-to-human transmissible virus, this particular strain of influenza could lead to a pandemic.

1.1.3 Why does Asia seem to be in the news so much with regards to Avian Influenza?

The H5N1 virus is endemic in much of Asia, and it has spread into Europe and parts of the Middle East. A number of people, primarily in Asia, have contracted H5N1 after very close contact with birds. About half of those that have contracted H5N1 have died. Even though several humans have contracted the H5N1 virus, it has not mutated into a strain that is transmissible from human to human.

1.1.4 What is H5N1, and how is it different from the typical seasonal flu?

H5N1 denotes key characteristics of the influenza strain (H = Hemagglutinin; N=Neuraminidase). A human-to-human transmissible form of the virus would be easily contracted by humans, and could lead to a pandemic. H5N1 is more pathogenic than seasonal flu, meaning the severity of illness and rate of mortality are higher. The current strain of H5N1 shows many similarities to the strain that was present during the 1918 Spanish Flu.

1.1.5 Can humans catch the Bird Flu, and if that happens, will that lead to a pandemic?

It is extremely rare that a bird will transmit a virus to a human. However, people in close contact with infected birds have contracted H5N1. Until the virus mutates, it is still not transmissible from human-to-human.

1.1.6 What might cause H5N1 to become transmissible from human to human?

The most likely scenario is that a person with a seasonal flu contracts H5N1 directly from an infected bird. The two types of viral strains mix genetic code and mutate into a form that causes symptoms ranging from mild to fatal. Because H5N1 mutates rapidly, the number of people that contract H5N1 directly from birds will impact the likelihood that the strain eventually mutates into a human-to-human transmissible virus.

1.1.7 How might human-to-human transmission of H5N1 lead to a Pandemic?

The characteristics of H5N1 are such that it is highly contagious and few people will be immune to it. It can be expected to proliferate rapidly across the globe.

1.1.8 What other things should FM employees know about Bird Flu?

- Poultry and eggs are safe to consume after normal processing and will not transmit the influenza virus
- Employees, particularly those involved in maintenance activities, should use protective gloves when handling dead bird carcasses, and wear safety glasses if appropriate
- Employees should disinfect all protective equipment after handling dead birds
- Grounds maintenance crews should double bag dead birds, and follow local public health or animal control reporting guidelines
- Employees should avoid activities such as pressure washing areas contaminated with dead bird carcasses if H5N1 has been reported in the area; this could create airborne virus particulates
- Following handling of bird carcasses, employees should wash hands for 20 seconds with clean water and soap or alcohol-based sanitizer after removing protective equipment

1.2 Pandemic Influenza Basics

1.2.1 What is Pandemic Influenza?

Pandemic Flu is a global outbreak of the human flu, often impacting over 25% of the human population. Because there is little immunity in the human population, the disease can spread easily from person to person and cause severe illness. The current strain of flu that is of concern is H5N1, currently found in birds (bird flu). H5N1 has infected humans, but is not currently transmissible from human to human.

1.2.2 How often do Pandemics occur?

On the average, pandemics occur every 25-40 years, with wide-ranging impacts on human health. The Spanish Flu of 1918-1919 impacted from 100-200 Million people, of which over 50 Million died. The most recent pandemic occurred in1968, and was relatively mild.

1.2.3 How is H5N1 different from the seasonal flu?

H5N1 is a flu strain that is more pathogenic than the seasonal flu, meaning it can lead to severe illness or death. Unlike the seasonal flu, the human population currently has not built up any immunity to H5N1, so it can be expected to spread quickly.

1.2.4 Are immunizations for H5N1 available?

No. There are no commercially available vaccines for H5N1. Developing a vaccine for H5N1 prior to its outbreak is very difficult, as the genetic mutations in the virus are unpredictable. Governments are working with industry to develop vaccines and conduct clinical trials. Following a pandemic outbreak, it is expected that vaccines will be developed within 2-6 months. Vaccines will be distributed in accordance with priorities established by federal, state, and local government. Experts predict that 20-40% of the U.S. population will have access to vaccinations, but distribution may take a period of 4-8 months after the outbreak.

1.2.5 Will a vaccination for the seasonal flu protect humans from H5N1?

No. Vaccines provide immunization against specific strains of influenza that are different than H5N1.

1.2.6 Are antiviral medications for H5N1 available?

Antivirals are being stockpiled by the U.S. Department of Health and Human Services for use during a pandemic. Distribution of antivirals is based on State population.

1.2.7 What is the difference between a flu vaccine and an antiviral?

Flu vaccines enable recipients to develop immunity to the vaccine's targeted strain(s) of influenza. Anti-viral medications help treat symptoms of those that have been infected. Because influenza viruses can become resistant to these medications, antivirals may not always be effective.

1.2.8 What can people do to avoid an H5N1infection?

- Avoid close contact with people who are sick
- Be aware that surfaces may have the virus on them (currency, pens, files, doorknobs, and other similar items)
- Stay home when sick
- Cover the mouth and nose with a tissue when coughing or sneezing to prevent spreading the virus
- Frequently wash hands with soap or alcohol-based cleaner
- Avoid touching of the eyes, nose or mouth

1.2.9 What are the symptoms of H5N1?

Symptoms can range from mild to severe, and H5N1 can be fatal. Symptoms include muscle aches, nausea, vomiting, diarrhea, fatigue, dry cough, fever, headache, sore throat, and congestion. People may be infected up to 4 days before showing symptoms, and some people may never show symptoms.

1.2.10 Are any portions of the human population particularly at risk of contracting H5N1?

Those that are very old, very young, and those with chronic medical conditions are particularly at risk. Past pandemics have also affected young adults disproportionately.

1.2.11 How quickly is a pandemic expected to spread?

A pandemic is expected to circulate around the globe in a matter of weeks, and will impact humans in several waves. It is likely that the first wave will affect 20-30% of the global population. Successive waves may continue over the period of 1 to 2 years.

Chapter 2. Instruction Guide – Business Continuity Program

2.1 Business Continuity Planning Overview

2.1.1 Purpose and Scope

The purpose of this instruction guide is to assist Facility Management professionals in developing new business continuity plans, or evaluating existing plans. The scope of this instruction guide is limited to relevant core competencies addressed in the Certified Facility Manager examination. In the context of this document, the terms "Facility Management" and "FM" are intended to be broadly applicable to the CFM core competencies.

2.1.2 Business Continuity Defined

Business Continuity (BC) plans are designed to ensure that *critical* Facility Management functions are not significantly disrupted following a disaster or crisis of any nature. Criticality of functions is determined by the organization for which the BC plan is being developed.

2.1.3 Business Continuity Planning Assumptions

The Facility Management business continuity planning approach in this document is based the following assumptions:

- BC plans do not supersede or replace life safety plans. Life safety and emergency response procedures/requirements should be documented in site Emergency Operations Plans or similar documents. BC plans may acknowledge and refer to Life Safety procedures to ensure post-emergency integration with business continuity planning, but the focus of BC plans is business resumption.
- Business continuity plans should be developed for critical Facility Management functions, not all Facility Management functions.
- Facility Management business continuity plans can be developed to incorporate either a single facility or multiple facilities.
- The resumption of critical Facility Management functions should not be expected to result in a business-as-usual work capacity; the realities of a disaster may dictate that critical functions will be resumed at a degraded level.
- Business continuity plans require executive support, continual review, maintenance, and testing.

2.1.4 Business Continuity Planning Process

Facility Management business continuity planning process involves the following steps. Instructions regarding the performance of each step are addressed in this manual.

- *Business Impact Analysis (BIA).* The BIA identifies and prioritizes critical functions that, if disrupted, would most significantly impact a Facility Manager's ability to provide high-priority services. For each critical Facility Management function, the BIA process entails the identification of essential resources, dependent organizations, and required recovery timeframes.
- *Risk Assessment (RA).* The RA highlights the most significant threats at locations where critical functions are performed, enabling the identification of risk controls and viable continuity options.
- *Business Continuity Strategy Evaluation.* In accordance with BIA and RA results, continuity options are evaluated and selected to optimize business function recoverability.
- *Business Continuity Plan Development.* Procedures, tasks, and resources that will be used to recover business functions are documented in standard plan format.
- *Plan Training and Testing.* Periodic training and testing is necessary to ensure that key individuals can effectively execute plans.
- *Plan Maintenance.* Periodic plan reviews and updates are required to ensure that plans contain current and accurate information.

2.2 The Business Impact Analysis

2.2.1 Purpose and Scope

The purpose of the BIA is to identify how the Facility Management organization— and its critical functions— will be impacted in the event of a significant disruption, regardless of the cause, and to establish business resumption priorities. The analysis determines which functions are most critical, the resources needed to resume these functions, functional/organizations interdependencies, and required recovery timeframes.

Typically a BIA is performed at the corporate level, and will include a number of facilities. To expedite the process, a scoping session with key decision makers can be employed to identify which business units are viewed as potentially critical by the organization's leadership team. Ultimately, the BIA may confirm or change these assumptions. The priority of the functions performed by the business units should be considered by the Facility Management organization as it determines its own priorities.

BIA worksheets are included in Section 2.9.

2.2.2 Conducting the BIA

Once the BIA has been scoped in accordance with guidance provided in the preceding paragraph, the following areas are analyzed.

- *Critical Functions.* The criticality of a department's functions is determined by the resulting impacts of its disruption. The following types of impacts should be evaluated to determine how critical each function is:
  - High-Priority Customer Services (as defined by the customer)
  - Compliance with appropriate Legal/Regulatory requirements
  - Environmental, Health, Safety, and Security
  - Critical Building Infrastructure (e.g., Water, Power, HVAC)
- *Vital Records.* Identify hard-copy records that are required to perform the critical function, but are not duplicated off-site.
- *Primary and Alternate Locations.* Identify sites where the function is normally performed, and other locations where similar functions are performed, or could be performed.
- *Internal Resource Dependencies.* Identify internal resources that are needed to perform the critical function. Examples are IT applications, mail services, and telecommunications.
- *External Resource Dependencies.* Identify suppliers of services, equipment, and resources that are needed to perform the critical function.
- *Internal and External Customers/Stakeholders.* For each critical function, determine the stakeholders that will be impacted by the disruption. Examples of these stakeholders may include:
  - Senior leadership at buildings managed by the FM Department
  - Building occupants/tenants
  - Emergency responders
  - Environmental, health and safety regulators
  - Contracted staff or service providers (Security, Maintenance, Recovery, and others as appropriate).
  - Mail services providers.
  - Media (Although all media contact should be funneled through the public affairs or media relations staff)
- *Recovery Time Objectives.* Identify the timeframe by which the critical functions must be recovered. Use realistic timeframes and assume that a "business as usual" state may not be achieved.

2.2.3 BIA Frequency

The frequency at which BIAs should be performed is dependent upon the type and nature of changes that Facility Management and the organization experiences. As a general guide, the minimum acceptable timeframe for BIAs is once every 3 years. However, changes in business locations, operations, and services may warrant a more frequent review cycle.

2.2.4 BIA Results

The results of a BIA will be used to determine the following:

- Critical functions warranting business continuity plans
- Internal and external resources required to perform the critical functions
- Timeframes for resuming critical functions
- Interdependencies with internal and external organizations
- Communications needs

2.2.5 Tips for Conducting the BIA

Consult with FM leadership and other key leaders to conduct an initial scoping of the facilities and the functions. The overall scope may change, but the executive direction will expedite the BIA process greatly, and eliminate the need to evaluate all FM functions and managed locations.

Meet face-to-face with leaders of the in-scope building locations and critical FM functions to gather information. Avoid sending out questionnaires; this option may appear ideal in theory but rarely yield sound information.

Keep the BIA and the BC planning approach as simple and streamlined as possible. Do this by aggregating similar FM processes and not attempting to "split hairs" when assessing functions. Remember that when a disaster or crisis occurs, those that will be implementing BC plans are best served by a framework within which they can restore critical functions, not a detailed task list.

Recognize that individuals may not perform at their highest levels due to personal and professional distractions created by the crisis situation.

2.3 The Risk Assessment

2.3.1 Risk Assessment Purpose and Scope

The purpose of the Risk Assessment is to evaluate threats that may impact an organization's employees, operations, and assets. This evaluation will support a Facility Manager's ability to prioritize threats and identify risk control measures. Note: the risk assessment process outlined in this manual is a qualitative evaluation approach; this approach assumes that a prescriptive risk quantification formula may not fully allow for a Facility Manager's professional knowledge and expertise.

Risk Assessments are site-specific and should be performed at sites in which highly critical functions occur.

Pandemic-specific risk factors and control options are contained in Section 2.8 of this Chapter.

Risk Assessment Worksheets are contained in Section 2.10.

2.3.2 Threat Evaluation Procedures

A Facility Manager's evaluation of threats should include natural/biological hazards and technological/human-induced hazards. Threats are evaluated with the intent of prioritizing those that are most likely and severe. *Recognize that the threat evaluation process is a qualitative process that should incorporate the judgment of local Facility Managers and other key stakeholders.*

Assign combined rating of Low, Moderate, or High for each threat's severity and likelihood potential. It is important to recognize that the threat exists, but that it may be controlled effectively, so a separate rating of Low, Moderate, or High should also be assigned to the degree of risk controls in place. (e.g., the area around a particular building may be subject to significant and frequent criminal activity, but a HIGH degree of security measures may be in place to mitigate the threat.) Using this information, an overall risk ranking should be assigned to each type of threat, specific to each location of concern. The overall risk rating is a subjective rating that considers each threat's severity, likelihood, and controls. The ratings should establish the Facility Manager's level of concern about threats at each respective site.

Ratings assigned to threats may be quantitative or subjective, but should be consistently applied whenever Risk Assessments are conducted.

2.3.3 Threat Evaluation Results

The completed Risk Assessment provides an indication of the level of risk at each site at which critical FM functions are performed. This information also provides guidance in the following areas:

- Risk controls and mitigation activities that may reduce the potential impacts of known threats
- Priority of continuity planning activities (the number and type of critical FM functions occurring at each site must be considered)
- Specialized training appropriate to respond to specific threats
- Potential for multi-site impacts in areas prone to regional disasters

2.4 Business Continuity Strategy Identification

2.4.1 Overview

Prior to developing business continuity plans, the Facility Manager will identify and select appropriate strategies for continuing critical FM functions. The feasibility of strategies should include the following considerations:

- Cost
- Reliance on external resources
- Ability to meet recovery time objectives
- Degree to which the strategies can be applied across the organization and adapt to meet changes within the overall organization

- Simplicity of execution
- Acceptable degradation of normal productivity levels

2.4.2 General Strategies for Resuming FM Work Functions

In the event that FM employees performing critical functions cannot access their normal work location, consider the following strategies:

- *Establish Facility Management Mutual Aid Capabilities:* Facility Management groups or departments that perform like or similar functions at multiple locations may provide mutual support by re-directing work to one another. Re-routing voice and data communications may be required. Internal and external organizations that interface with the impacted department should be notified if work is re-directed to another location.
- *Establish Remote or Work-From-Home Capabilities*: FM employees having access to critical systems using remote access such as VPN or internet access to web applications may be able to perform work functions from home or other locations. This option may rely upon employee discipline in taking laptops and remote security tokens home from work on a routine basis, VPN capacity, the ability to remotely access the internet, and other technology constraints.
- *Establish Work Capabilities at an Alternate Facility:* In some cases, work-groups can be re-established at another location within the organization. This option is constrained by available workspace in other buildings, the geographic proximity of other buildings, and employees' ability to travel to other buildings. This option is usually considered if an extended building disruption is expected.
- *Contract Alternate Work Capabilities at a 3rd Party Facility:* In the absence of workspace at another building within the organization, the use of 3rd party workspace may be purchased. Types of 3rd parties include mobile workspace providers, hotels, conference centers, community colleges/universities, businesses with excess capacity, and others. This option may be attractive if the use of another building within the organization is not viable, and the 3rd party workspace will avoid the need for employee travel.
- *Temporarily Outsource Critical FM Work Functions to 3rd Parties:* A temporary option for continuing critical FM work functions may be to contract with external providers to perform those functions for a period of time. The viability of this approach will depend on cost and on the ability to identify resources with appropriate expertise.

2.4.3 Information Technologies Failures

In the event that IT systems or applications supporting critical FM functions are disrupted, consider the following strategies:

- *Manual Contingencies.* Some functions may allow for the implementation of work processes that replace automated tasks with manual tasks. Hard-copy job-aids and instructions/training should be pre-established. This strategy typically results in degraded productivity levels.
- *Disaster Recovery.* Some critical functions may be entirely dependent on IT systems and applications. For these functions, reliance on disaster recovery may

be necessary. Prior to assuming that disaster recovery options are feasible and acceptable, Facility Managers should review their organization's Information Technologies disaster recovery plans to validate that FM recovery timeframes can be met.

2.4.4 Communications Failures

In the event that normal communications methods are disrupted, the Facility Manager may need to quickly re-establish communications with internal and external stakeholders.

To resume necessary communications, consider the following strategies:

- *Communications Diversity.* Identify communications devices and services that use different technologies, networks, and equipment, minimizing the potential for a single point of failure. These alternatives should be pre-established.
- *Telecommunications Re-routing.* If a building's telecommunication infrastructure is damaged or not functioning, telephone companies can typically pre-arrange for inbound calls to be automatically re-routed to alternate location and/or terminating telephone number. These arrangements should be pre-established.
- *Information Pushes*. Implement calling/email lists and procedures to establish contact with key individuals and other employees.
- *Information Pulls.* Establish central call-in numbers and voicemail boxes, and web pages that enable employees to retrieve information from the company.
- *Public Service Announcements.* Partner with local radio and television stations to disseminate facility closure information to regional employees.
- *"Auto-pilot Instructions"*. Provide employees in key roles with specific instructions on the priority of continuing critical FM work functions in the event of a total communications disruption.

2.4.5 Critical Vendor & Supplier Strategies

In the event that a vendor, supplier, or contractor cannot provide support that is critical to the performance of a critical function, consider the following strategies:

- *Alternate Suppliers.* Identify other 3rd parties that can provide like products or services. Establish contracting mechanisms prior to a disruption to expedite the procurement process.
- *Service Level Agreements.* Negotiate or purchase acceptable service levels that may be invoked in the event of a disaster. SLAs may include 24/7 emergency communications, service priority, and minimum response times.

2.4.6 Vital Records Recovery

Specific documents may be required to perform a critical FM function. For BC planning, a "vital record" will not include electronic files and data that are captured as part of the IT disaster recovery plan described in Section 2.4.3.

Types of documents that may be critical for FM purposes are:

- Contracts with recovery service providers

- Building and utility schematics
- Instructions for operating special equipment
- Records verifying regulatory compliance, such as environmental monitoring and safety records
- Real Estate Titles and other transactional documents
- Security information and resources such as lock combinations, system login/passwords, and keys

Options for recovering vital records may include any of the following:

- *Off-site document storage.* Critical documents may be stored in secure off-site facilities. These storage facilities should not be subject to the same local hazards as the facilities from which the documents originate. (E.g., avoid storing documents in a location that is subject to the same earthquake activity as the facility of concern.) Third parties may be contracted for this service.
- *Imaging.* Critical documents may be scanned into an electronic imaging system for storage in the IT infrastructure. This approach will not be effective if IT disaster recovery capabilities are limited to data storage at the facility of concern.
- *Retrieval from Document Source or Recipient.* Documents that were generated by a 3rd party or that were sent to a 3rd party may be recovered by requesting a copy. In some cases, the 3rd party may charge a fee for this service. Once vital records have been identified, Facility Managers should contact 3rd parties to verify that records can be provided. Facility Managers should also ensure that all necessary document notarizations and certifications are undertaken.
- *Document Recovery.* Usually as a last resort, the Facility Managers may desire to retrieve vital records from an impacted facility. This is not a preferred method, as there is no guarantee that access to the building will be granted by responders. However, if retrieval is possible, the following planning measures are recommended:
  - Store the documents in a fireproof environment.
  - Store the documents in an area that is not subject to water damage. Consider water damage from regional flooding, internal flooding from causes such as water main breaks, and water damage from deluge sprinkler systems.
  - Identify the specific location of vital records in the BC Plan.
  - Visibly mark the document storage locations with luminescent stickers or other devices that will enable recovery personnel to quickly locate the files. Note that visibility may be limited after a disaster, so visible indicators should be clear and obvious.
  - Identify a document recovery contractor that can assist with document retrieval and recovery. Depending upon the Facility Manager's reliance on these documents, it may be advisable to pre-contract for these services to guarantee service following a disaster.

2.5 Business Continuity Plan Development

2.5.1 Scoping Plans

Facility Management business continuity plans are intended to ensure that critical FM functions can be continued or rapidly resumed in the event of any business disruption. Critical functions are those deemed high-priority during the Business Impact Analysis. The scope of each business continuity plan should be the department, work-group, or other entity that is responsible for performing the critical functions. These entities may or may not be limited to a particular building or campus. Avoid developing a plan for multiple groups—the plan will become too cumbersome and will not enable users to quickly find information. *Plans should employ those business continuity strategies identified as being appropriate for the respective department and critical functions.*

Appendix 1 contains a business continuity plan template with explanatory notes throughout.

2.5.2 BC Planning Assumptions

Use the following assumptions when creating a business continuity plan:

- Business disruptions may occur at any time—not only during business hours.
- Key individuals may or may not be available; each individual in a primary role should also have an alternate designated.
- Emergency Operations Plans/Life Safety Plans dictate emergency procedures.
- The site or sites at which critical functions are performed may be inaccessible from several hours to several days or weeks. Critical equipment and/or records in impacted buildings may not be accessible during this time.
- Other departments located in the same building will be functional only to the extent that their plans enable them to recover; do not assume that other departments will be functioning normally. Example: if critical FM functions are dependent upon IT system availability, confirm that disaster recovery plans are in place for required FM systems, applications, and data.
- Critical IT support and resources may be disrupted from several hours to several weeks if no disaster recovery capabilities are in place.
- Sites in other geographic areas <u>are</u> accessible.
- Critical suppliers and contractors may be impacted by the situation; they may be unable to provide necessary services/supplies.
- Business continuity plans will not enable “business as usual” operations; degraded performance levels are to be expected and factored into BC plans.
- The public telephone network (landline and wireless) will be significantly degraded in the event of a regional disaster. Communications should not rely exclusively on the public network.

2.5.3 Summary of Plan Sections

Section 1: Immediate Actions. This section provides instructions on how FM employees transition from emergency procedures describe in the site's Emergency Operations Plan to business resumption activities, whether they are at work or away from work.

Section 2: Business Resumption Procedures. This section provides instructions and/or options that will be implemented to resume critical FM business functions that have been disrupted. Recovery timeframes should be included for each critical function.

Section 3: Internal Communications. This section identifies entities that are internal to the Facility Management department, and must be contacted by the FM department following a business disruption. Theses entities may be contacted for any of the following reasons:

- They will support emergency response, business resumption, and/or recovery activities
- They are internal customers that will be impacted by the disruption
- They are an "upstream" or "downstream" workflow department that may need to modify how they interface with Facility Management
- They may also need to communicate with other internal or external entities about the disruption

Section 4: External Communications. This section identifies entities that will be contacted during a business disruption for any of the following reasons (the nature of the disruption and the critical function will influence the degree to which external communications are appropriate):

- They will support business resumption activities
- They provide services or equipment that are an integral part of the critical functions
- They are customers or business partners that will be impacted by the disruption
- They are government regulators that must be notified if the business function is disrupted

Section 5: Equipment & Resources. This section lists the "things" that you need to accomplish critical FM functions. Types of equipment and resources may include:

- IT hardware, systems and applications
- Communications equipment
- Sampling and monitoring equipment
- Personal protective equipment
- Specialized restoration equipment (e.g., industrial fans, pumps, and generators)

Section 6: Vital Records. This section identifies hard-copy and soft-copy records that are essential to a critical function, but are not duplicated. Therefore, the records must be re-created before the critical function can be resumed. This section identifies the vital records, indicates where they are stored, and provides instructions on retrieving the records from 3rd parties if they are lost or destroyed.

Appendices: Appendices are sections of a plan that generally are separately maintained, but need to available within the plan. The number and type of appendices are specific to each plan. Required appendices are designated with an asterisk, others not listed below may be added.

- Department Contact List. Department contacts lists that are maintained separately may be included as an appendix.
- Emergency Workspace Request. This appendix provides instructions on how to obtain internal or external workspace required to resume critical functions.
- Document Management. This appendix reflects plan changes, dates, and individuals that maintain a copy of the plan.

2.5.4 Business Continuity Planning Tips

- Avoid developing a plan for multiple groups—the plan will become too cumbersome and will not enable users to quickly find information. Keep each plan targeted to those that will use it.
- Limit plans to critical functions. Avoid the temptation to add less critical functions; doing this obscures the most vital information and detracts from top priorities.
- Strive for simplicity. Assume that individuals in key roles are competent and don't need instructions on how to perform tasks.

2.6 Business Continuity Plan Training and Testing

2.6.1 Purpose

Business Continuity plan training and testing is conducted to:

- Verify that a plan's information is complete, useful and accurate
- Familiarize FM personnel with the plan
- Identify opportunities for improvements

Testing BC Plans is an effective method of building confidence, awareness, and commitment to FM preparedness. However, in order to be effective, participants should be put in a situation in which they can be successful—that means training prior to the testing. Testing BC Plans strictly for the purpose of highlighting known deficiencies can be counterproductive, as it can generate defensiveness and resentment. Testing should generally not be used as a coercive method of obtaining desired levels of preparedness. Despite the term, "testing" is not done for the purpose of evaluating or grading plan owners; it is done to improve continuity capabilities.

2.6.2 Plan Training

Key individuals named in a plan should be periodically trained on the plan contents and their roles in the plan. All employees within designated critical function should be introduced to the plan and have a basic understanding of the plan contents. Testing individuals on plans that they are unfamiliar with will not be fruitful.

2.6.3 Organizing and Conducting Tests

A test coordinator should be assigned to organize, facilitate, and follow-up on test activities listed below. A test planning worksheet is contained in Section 2.11.

2.6.3.1 Develop Test Objectives and Scope

Specific test objectives should be developed to provide testing focus and to measure performance. It is usually not feasible to test all aspects of a plan during a single test, and attempts to do so often create lack of focus, frustration, and unclear test results. It is advised that the test coordinator select no more than 3 test objectives. Examples of test objectives include:

- Confirming that communications protocols work as expected and key individuals can be contacted quickly
- Validating any assumptions that may impact the plan's effectiveness
- Validating an awareness of individual roles and responsibilities
- Confirming the availability of resources identified in the plan
- Confirming the ability to perform restoration tasks within established timeframes
- Ensuring that specific contingencies or procedures are accurate and complete
- Confirming that external vendors and contractors can provide adequate support
- Confirming the availability of necessary vital records
- Determining minimum staffing resources
- Confirming that individuals named as Alternates are comfortable in their roles
- Performing plan tasks without the use of normal communications capabilities
- Confirming that back-up equipment or systems will perform as expected
- Ensuring that alternate workspace is adequate to perform critical functions
- Evaluating the timeliness of plan implementation in an unannounced test

The scope of a test can involve several plans, one entire plan, or specific sections of a plan. The scope should be determined by the objectives.

2.6.3.2 Select the Test Type

The type of test selected should reflect the degree to which the associated plan has been validated as effective, and the degree to which key individuals are familiar with the plan. With the continued development and improvement of plans, associated testing should be increasingly comprehensive. Types of business continuity tests are summarized below:

Checklist Test (or "Paper Test"). A checklist test is similar to a plan review, and is conducted to verify that required elements are included in a plan. The individual who created the plan should not conduct the checklist test. A different Facility Manager or key individual named in the plan is ideal. Areas of review may include validation of the following types of information:

- Primary and Alternate internal Facility Management contacts, and other contacts within the organization

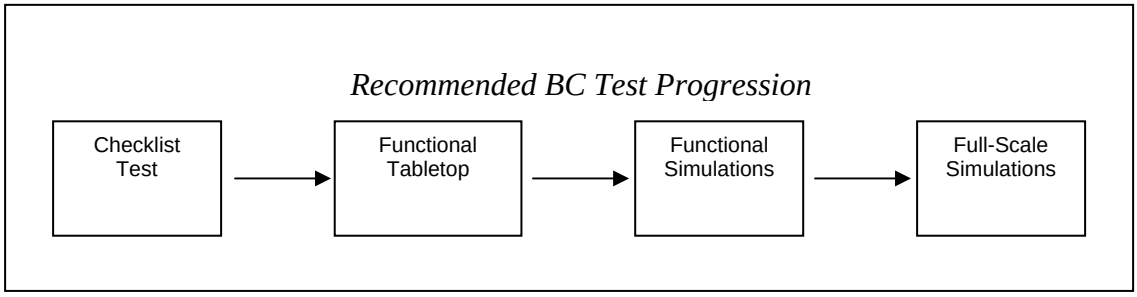
- Primary and Alternate external contacts
- Alternate work locations
- Inclusion of appropriate critical Facility Management functions
- Adequate recovery task details
- Appropriate recovery timeframes
- Necessary vital records and equipment needed for business resumption
- Critical systems/application contingencies

Tabletop Tests. Tabletop tests are used to engage a plan's named key individuals in an interactive discussion about a plan's effectiveness with respect to designated test objectives. This type of test is facilitated by the test coordinator, and presents the participants with one or more mock scenarios based on selected test objectives. The response to each scenario should be discussed with regards to the appropriate components of the plan.

Simulation Tests. Simulation tests replicate one or more disruptions, and require key individuals to actually carry out tasks contained in the plan. This type of test provides the most realistic testing conditions, but can impact business operations as a result. Types of disruptions may include inability to access primary work locations, communications disruptions, or application failures. This type of test should be used when management has a high level of confidence in the plan to be tested.

Functional Tests and Full-Scale Tests. Tabletop and Simulation tests may focus either on a specific function or a limited set of functions (Functional Testing), or tests may involve all functions within an impacted site or organization (Full-Scale Testing).

It is recommended that Facility Managers use an increasingly complex and rigorous testing approach, as described below:



2.6.3.3 Identify Test Participants

Test objectives will influence the number and type of test participants. Generally, plan tests should involve the following individuals:

- Individual(s) that maintain the plan(s)
- Those responsible for tasks that will be tested
- Those providing resources required to perform necessary tasks
- Enterprise or FM Department leadership (Manager or Director)
- Key individuals in other departments that are impacted by the disruption

- External entities may be included in a test in accordance with test objectives; however, the proprietary nature of internal FM procedures should be considered**Tips for Conducting BC Plan Tests**
- To the extent possible, ensure that all participants are trained and comfortable in their roles.
- Develop a scenario that is consistent with plan objectives and has been tailored to the scope of the test. Avoid unrealistic or overly extreme test scenarios that detract from testing identified objectives.
- Establish test ground-rules to ensure that participants focus on improvement and stay focused on issues related to test objectives. Ancillary issues that emerge should be noted and addressed during separate tests or plan reviews.
- Document lessons learned, including areas that went well and those that require improvement.
- Establish plan improvement follow-up tasks and timelines.
- Ensure that test participants and department leaders are aware of the test results and follow-up activities.
- Ensure that the tested plan is modified to reflect improvements identified.

2.7 Business Continuity Program Maintenance

2.7.1 Overview

An outdated plan will not be effective. Similarly, obsolete risk assessments and business impact analyses will decrease the relevance of continuity strategies, risk controls, and priorities in the plan. A Facility Manager's business continuity program requires continual review and modification to ensure that plans are current and accurately reflect changes in FM operations. Few if any of the activities performed in support of business continuity planning are stagnant—all are subject to change.

2.7.2 Business Impact Analyses and Risk Assessments.

Business Impact Analyses and Risk Assessments are valid only to the extent that they represent actual FM operations and priorities. BIAs and RAs should be conducted periodically to validate planning priorities and to identify required changes. If the organization has experienced extensive changes, an executive scoping session may be beneficial prior to re-evaluating FM functions.

2.7.3 Business Continuity Strategies

Business continuity strategies are based upon information acquired in the BIA and the RA, and therefore should be reviewed following each subsequent BIA and RA. Key considerations will include:

- Newly identified critical functions
- Changes in strategy implementation costs
- Changes in the availability of internal and external resources

- Changes in recovery time objectives
- Changes in the IT infrastructure and critical applications
- The degree to which the strategies can be consistently applied across the organization

2.7.4 Business Continuity Plans

Business Continuity plan maintenance involves periodic plan reviews to ensure that plan information is current and accurate. Plans should be reviewed a minimum of once every 6 months, or whenever substantive changes to Facility Management operations or the FM organizational structure occurs. Whenever information in a plan is known to be out of date, plans should be updated. Following actual events or plan testing, plans should be updated to reflect lessons learned.

Plan reviews should focus on validating the following areas:

- The plan contains the most current version of each section or appendix
- Individuals and organizations named in the plan are correct and contact information is valid
- The plan accounts for organizational changes
- Internal and external support requirements are reflected in the plan
- Procedures regarding alternate work locations are current
- Procedures regarding network/system disruptions are current
- Vital records and corresponding procedures for re-creating them have been identified
- The Document Management log is current and plan-holders have current copies of the plan

2.7.5 Plan Training

Key individuals that have roles in business continuity plans should be trained periodically to refresh knowledge and highlight changes in the plan. Key individuals within a department should be jointly trained to expose all members to recent role changes.

2.7.6 Plan Testing

Plans should be tested periodically to validate the accuracy and currency of plan contents, or to evaluate specific portions of the plan.

2.7.7 Event Review and Follow-Up

Following any event in which a business continuity plan is implemented, or should have been implemented, the respective department should review the actions taken, and identify plan improvement opportunities.

2.7.8 Program Maintenance Schedule

Business Continuity Program Maintenance Schedule (Recommended Standards)

Activity	Schedule
Business Impact Analysis	Every 3 Years or Following Substantive changes to Business Operations or Organization
Risk Assessment	Every 3 Years or Following Substantive changes to Business Operations, Organization, or Sites
Business Continuity Plan Review	Semi-Annually
Business Continuity Strategy Review	After each Business Impact Analyses and/or Risk Assessment
Business Continuity Plan Testing	Annually
Business Continuity Plan Training	Annually
Event Follow-Up and Review	Within 3 days of events involving the implementation of business continuity plans
Plan Updates	Following plan reviews, plan tests, event reviews, or known changes to plan contents

2.8 Pandemic FM Risk Factors and Control Options

Risk Factor	Notes
Urban Facilities	**RISK FACTORS:** Buildings located in an urban area will be more prone to experience the impacts of mass transportation disruptions or stoppages. Due to population density, urban areas may be subject to higher rates of civil disturbance during a pandemic. Employees that work in urban areas may be more reluctant to expose themselves to the large numbers of people encountered in larger cities. Mass media will likely focus attention on larger urban areas, further raising the level of employees' concern. It is likely that larger cities will experience a pandemic before smaller towns, as they serve as transportation hubs through which the virus may be carried. Urban facilities are likely to be high-rises, meaning employee use of elevators is high. Close contact in elevators increases the rate of transmission. **CONTROL OPTIONS:** Emphasize employee awareness of influenza symptoms, and methods of protecting against the virus. Promote knowledge to fight fear. Identify alternate work locations outside of the urban area. Plan to assist employees with transportation to and from work. Advise employees to limit time in transportation facilities such as airports and bus stations. Advise employees to adhere to "cough etiquette" on elevators, or to take the stairs if feasible.
Employee/Tenant Concentrations	**RISK FACTORS:** Higher concentrations of workers in a building will result in a higher degree of exposure following the onset of a pandemic. **CONTROL OPTIONS:** To the extent possible, disperse employees to reduce their concentration. Consider adding shifts to the workday to limit the number of people working together.
Workspace Arrangements and Employee Proximity	**RISK FACTORS:** Employees working in open spaces are more likely to transmit the influenza virus among the employee population than employees who work in an area confined to one individual, such as a single office or work-room. Factory floors, cubicles, call centers, training centers, retail centers, medical facilities, and customer service desks are some examples of areas where social distancing, or separation between people, should be emphasized. Work areas in which employees are in close proximity will increase the rate of virus transmission. The length of time that employees are in proximity to each other will impact the level of exposure. Several employees working together in a confined workspace will also increase exposure if one employee becomes infected. **CONTROL OPTIONS:** Emphasize social distancing and cough etiquette among employees. Increase the number of shifts to decrease the proximity between employees. Consider re-occupying non-used building space to provide more physical distance

Risk Factor	Notes
	between employees. Temporarily cease on-site customer services; use phone or email customer services instead. Advise employees to work remotely (if they are equipped to do so) to reduce on-site employee populations.
Multi-Tenant Offices	**RISK FACTORS:** FM personnel are likely to experience more difficulties in communicating in a multi-tenant facility than if the building is occupied by a single organization, particularly as multi-tenant offices buildings may not be staffed with on-site FM personnel. The result may be higher levels of employee concerns and inquiries. **CONTROL OPTIONS:** Pre-identify means of communicating rapidly with key tenant stakeholders. Advise them to establish means of communicating with their employees. Reduce the probability of conflicting information by establishing a common point of contact for facilities-related questions and concerns.
Ventilation	**RISK FACTORS:** Poor ventilation in a work area will increase employee exposure to the influenza virus. **CONTROL OPTIONS:** Increase ventilation by opening windows, increasing air flow, and ventilating work areas thoroughly between shifts. Increase HVAC preventive maintenance cycles to ensure filters are cleaned and the system is functioning properly.
Common areas	**RISK FACTORS:** Buildings with common gathering areas such as cafeterias, break rooms, training and conference rooms may incur a higher virus transmission rate resulting from close employee proximity. **CONTROL OPTIONS:** Limit the number of people in a common area at any given time. Consider closing non-essential common areas. Make hand-sanitizers and other hygienic supplies readily available to employees. Emphasize social distancing and cough etiquette among employees. Suspend discretionary events such as training sessions and large meetings. Implement increased cleaning and sanitation measures. Include the sanitizing of commonly touched surfaces such as arms on chairs, tabletops, doorknobs, countertops, and coffee pots.
Shared Equipment	**RISK FACTORS:** Facilities at which employees frequently touch and share common items such as telephones, writing instruments, test equipment, hand-tools, files, books, and computers are subject to an increased rate of virus transmission. **CONTROL OPTIONS:** Educate employees about the means by which the influenza virus is transmitted. Make hand-sanitizers, sanitizing wipes, and other hygienic supplies readily available to employees. Instill hygienic practices of wiping down common surfaces prior to touching them. Limit the contact with shared items by assigning equipment to specified

Risk Factor	Notes
	individuals.
Access to Washrooms/Cleaning Facilities	**RISK FACTORS:** Controlling the transmission of the influenza virus is significantly improved with sanitary practices among employees. Easy access to washrooms and sanitary supplies such as hand cleaner, tissues, and sanitary wipes will contribute to controlling the spread of viruses. **CONTROL OPTIONS:** Make sanitary supplies widely available to the employee/tenant population. Encourage employees to frequently wash hands with soap or hand-cleaner. If possible, add hand-wash stations or restrooms for employee/tenant use.
Deliveries and Visitors	**RISK FACTORS:** The frequency of deliveries and visitors to a facility will impact the ability to control the introduction or spread of a virus. Even if an employee body is well-disciplined in social distancing, sanitation practices, cough etiquette, the presence of non-employees who are not as disciplined will present opportunities for exposure to the influenza virus. **CONTROL OPTIONS:** Limit or prohibit visitor admittance to facilities. Advise employees to meet visitors at an off-site. Increase access control at open facilities to prevent entry by non-employees/tenants. Restrict delivery personnel access to essential areas. Provide visitors with hand-sanitizer and tissue travel-packs upon entry to the building. Advise visitors that they are being given this item because the facility takes hygiene seriously and cares about the visitors' health as well.
Food Service	**RISK FACTORS:** Food service areas such as cafeterias and kitchens present a higher exposure of viral ingestion by the very nature that food consumption. The flu virus can be transmitted between or among kitchen staff and patrons, either directly or indirectly through contact with infected surfaces. With respect to cafeterias or other dining facilities, the number of patrons will directly correlate with the potential for infected people that can spread the virus. Higher numbers of patrons also increases the difficulty in building flu prevention awareness. **CONTROL OPTIONS:** Increase kitchen staff protective gear requirements, such as requiring all staff to wear filtering face pieces, smocks, and rubber gloves. Limit options for patron self-service; restrict food service to kitchen staff wearing proper protective equipment. Eliminate buffet-style or similar service options. Limit food offerings to pre-wrapped food items that are safe from being touched by patrons or exposed to patron sneezes and coughing. Require kitchen staff to issue flatware and kitchen utensils to prohibit patrons from touching items that will be used by others. Or, use plastic-wrapped kitchen utensils and flatware. Assign kitchen staff to circulate among patrons to explain the preventive measures being employed, or post readily visible posters with this information. Consider closure of food service facilities.

2.9 Business Impact Analysis Worksheet

Business Impact Analysis Interview Worksheet

Organizational Information	
Department or Facility	
Individual Interviewed	
Date	
No. Employees or Contractors in Department	

Critical Functions

Critical FM Functions (examples)	Site(s) Where Functions Performed	Recovery Time Objectives

Department Disruption Impacts

Vendor/Suppliers	Type of Support Provided

Critical Support Resources	
Critical Applications	
Critical Equipment	
Telecommunications	

Vital Records	

2.10 Risk Assessment Worksheet

Risk Assessment Worksheet

Threat Type	Threat Rating	Control Rating	Overall Risk Rating	Description / Notes
Natural and Biological Hazards				
Blizzards; Severe Winter Weather				
Earthquake				
Epidemic or Pandemic				
Flooding				
Hurricane				
Other Severe Weather				
Tornado				
Tsunami				
Volcanic Activity				
Technological & Human-Induced Hazards				
Building Fire				
Chemical Hazard				
Crime & Vandalism				
Cyber-Attack				
Epidemics, Biological Hazard				
Internal Theft/Sabotage				
Negative Media Coverage				
Power Failure				
Terrorism				
Vendor/Supplier Failure				
Voice/Data Network Failure				
Wild land Fire				
Workplace Violence				

Threat Type	Level of Exposure, Existing Controls
Natural and Biological Hazards	
Blizzards; Severe Winter Weather	
Earthquake	
Epidemic or Pandemic	
Flooding	
Hurricane	
Other Severe Weather	
Tornado	
Tsunami	
Volcanic Activity	
Technological & Human-Induced Hazards	
Building Fire	
Chemical Hazard	
Crime & Vandalism	
Cyber-Attack	
Epidemics, Biological Hazard	
Internal Theft/Sabotage	
Negative Media Coverage	
Power Failure	
Terrorism	
Vendor/Supplier Failure	
Voice/Data Network Failure	
Wild land Fire	
Workplace Violence	

2.11 Plan Testing Worksheet

Plan Testing Worksheet

Test Coordinator: _____

Department and Plan to be Tested: _____

Primary Test Date and Time: _____

Alternate Test Date and Time: _____

Test Location: _____

Test Objectives:

1. _____
2. _____
3. _____
4. _____
5. _____

Test Participants

Name	Role
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Test Scenario Summary: _____

_____

_____

_____

_____

_____

Pre-Test Logistics

✓	Task
	1. Reserve Room for Testing
	2. Reserve Conference Bridge (if appropriate)
	3. Develop Test Objectives
	4. Notify Participants, Confirm Participation, and Distribute Test Objectives
	5. Develop Scenario
	6. Train Participants as Necessary
	7. Establish Test Ground-Rules

Post-Test Activities

✓	Task
	1. Document test lessons learned (what went well and opportunities for improvement) and distribute to participants and appropriate department leaders.
	2. Capture participant feedback; structure feedback questions in accordance with test objectives.
	3. Establish responsibilities and timelines for identified corrective actions.
	4. Update the tested business continuity plan, as appropriate.
	5. Notify other departments of plan changes, as appropriate.

Chapter 3. Pandemic Impacts Checklists

Applicable	N/A	3.1 Human Health Impacts
		1. H5N1 will cause severe disease in humans; there will be no pre-existing immunity. Seasonal flu vaccinations will not prevent infection.
		2. No flu vaccines are currently available. They may be developed within 2-6 months after a pandemic begins. Priorities for distribution are established by state and local agencies. 20-40% of the population may have access to vaccines.
		3. Sufficient antiviral medications may not be available during a pandemic.
		4. Antivirals must be administered within 12-48 hours of symptoms to be effective; Antivirals are not always effective.
		5. People may be infected up to 4 days before showing symptoms, and some people may never show symptoms. It is during this time that the potential to spread the disease may be greatest.
		6. Influenza symptoms may range from mild to severe, and include: – Fever – Headache – Muscle Aches – Chills – Dry Cough – Fatigue – Stomach symptoms to include nausea, diarrhea, and vomiting (more common in children than in adults)
		7. H5N1may impact young adults ages 20-45 more than other age groups. The elderly, very old, and those with chronic medical conditions are also at increased risk.
		8. Influenza can be transmitted when a virus comes into contact with a person's eyes, nasal cavity, or mouth. Methods of transmission include: – Droplet transmission (sneezing, coughing, and spitting) – Direct contact with infected people or surfaces such as currency, doorknobs, pencils, files and transferring the virus to the eyes, nose, or mouth. The virus can survive on a surface as long as 2 days, but a few hours is more typical.
		9. The pandemic is expected to circulate around the globe in a matter of weeks, and will impact humans in several waves.
		10. It is likely that the first wave will affect 20-30% of the global population.
		11. Successive waves of the pandemic may continue over a period of 1 to 2 years.
		12. A conservative mortality estimate is 1-2% of those infected. Mortality rates among directly infected by birds is over 50%.

NOTES:

Applicable	N/A	3.2 Employee & Building Tenant Impacts
		1. An employee absenteeism rate of 25-50% can be expected.
		2. Employees may show reluctance to use public transportation or work in the vicinity of other people. Public transportation may be involuntarily halted, requiring alternate forms of transportation.
		3. Employees are likely to be overwhelmed with personal concerns during a pandemic. Expectations about employees' capacity to work may be vastly over-estimated.
		4. Even if government agencies have not imposed travel restrictions, employees are likely to show a reluctance to travel.
		5. During a pandemic, use of Employee Assistance Programs can be expected to increase.
		6. Employees with chronic diseases, and those taking steroids for diseases such as rheumatoid arthritis, are at greater risk and may require special accommodations.
		7. Building occupants may assume that access attendants or security guards will be familiar with influenza protection measures, so they should be prepared to provide basic information or refer people to the correct information source.
		– Building occupants may expect that FM employees will provide protective equipment and cleaning supplies. Requested supplies may include:
		– Soap or Hand-cleaner
		– Disinfectant wipes
		– Filtering face pieces (e.g., N95 or N100 type)

NOTES:

Applicable	N/A	3.3 Critical Infrastructure Impacts
		1. Government – Government agencies may discontinue providing non-vital services. – Emergency services (fire, police, and emergency medical services) may be overwhelmed. – Government will be responsible for coordinating the prioritization and distribution of vaccines and antivirals. – Government agencies and the military may be required to assist in the delivery of food and supplies.
		2. Healthcare and Medical – Existing healthcare systems across the globe will be overwhelmed. – The ability to diagnose influenza will be overwhelmed. – Healthcare providers will experience shortages of vaccines & antivirals. – Vaccines may not be available until 2 to 6 months after a pandemic outbreak. – State and local public health agencies will prioritize the distribution of vaccines to the local population. – Hospitals' inability to handle large numbers of sick may limit elective or other less critical healthcare needs. – Personal protective equipment such as surgical masks is expected to be in short supply.
		3. Telecommunications – The public telephone network may be quickly overwhelmed. – Cellular telephone service may be congested, particularly in consideration of large numbers of people working at home. – Absenteeism among telecom workers may delay outage repairs, new services, and customer services.
		4. Transportation – Public transportation will be used very little, or may be halted by government edict. – Commercial transportation providers (rail, land, air, maritime) may experience delays or stoppages.
		5. Power – Absenteeism among power utility workers may delay outage repairs, new services, and customer services.
		6. Finance – Markets may decline significantly due to economic concerns. (e.g., as with SARS)

NOTES:

Applicable	N/A	3.3 Critical Infrastructure Impacts
		7. Information Technologies – The internet may be congested due to high volumes of users. A prioritization scheme may be required to ensure that vital government and social functions can continue. – Company VPNs, web applications, and other remote access methods may be congested due to high user volumes. – Delays may be experienced in new product installation, product upgrades, system support, and network repair. – Employees may experience difficulties contacting IT support or accessing IT help-desks. – On-site support may be limited due to fear of influenza exposure.
		8. Postal and Shipping – Shipping and freight disruptions may occur. – Postal delays can be expected by transportation disruption, postal employee shortages, and special mail handling procedures. – Local courier services may be disrupted.
		9. Education – Public and private schools can be expected to close in the early indications of a pandemic. – Colleges are expected to close; in some cases the campus will be closed to students.
		10. Sanitation Services (Waste Hauling) – Solid and hazardous waste hauling may be disrupted due to employee absenteeism, special waste-handling protective measures, and increased volumes of waste.
		11. Retail – The early phases of a pandemic may result in runs on stores and supermarkets for items such as water, non-perishable goods, batteries, generators, flashlights, and over the counter medications. – Retail services may operate at less-than-normal levels due to the infrastructure disruptions described in this section.

NOTES:

Applicable	N/A	3.4 Social Impacts
		1. The public may place an early demand on retail "family preparedness supplies", such as – Water – Non-perishable canned goods – Batteries – Flashlights – Generators – Non-prescription drugs – Personal hygiene items
		2. In areas where severe illness and deaths occur, extreme fear may lead to civil unrest, particularly at vaccine clinics and medical facilities.
		3. Public gathering places such as churches, libraries, museums, cinemas, restaurants, and retails centers may close.
		4. Imposed quarantines are likely to have little effect on containing the pandemic.
		5. People may be very reluctant to return to work for a long period of time if other employees had contracted influenza.
		6. It is unknown how the public may react to martial law, if imposed.

NOTES:

Applicable	N/A	3.5 Supply Chain Impacts
		1. Just in time suppliers may experience delays or stoppages.
		2. Problems experienced by 3rd Party Logistics Providers may be particularly disruptive.
		3. Small, specialized suppliers may suffer a permanent closure in the event of a pandemic.
		4. Alternate suppliers may also suffer pandemic impacts that limit support capabilities.
		5. Shipping and postal/delivery services may be disrupted.
		6. Port and/or border closings may impact the supply chain.
		7. Excess inventory or working stock may be depleted rapidly.
		8. Suppliers of personnel may suffer higher levels of disruption.

NOTES:

Chapter 4. Pandemic Pre-Planning Checklists

Complete	In Progress	N/A	4.1 Crisis Management and Continuity Planning
			Crisis Management
			1. A Crisis Management Team involving key FM leadership and other organizational leaders has been established. Roles have been defined. The team is responsible for strategic leadership in crisis situations, and interfaces with the tactical BC plan activities are in place.
			2. Crisis Management Plans have been developed and are periodically updated and reviewed with key personnel.
			3. Crisis Management exercises are held periodically.
			4. Corporate and FM Leadership have established communications protocols for use during crisis situations.
			5. FM leadership has established succession plans to account for the absence of key personnel.
			6. The Emergency Operations Center is periodically activated to ensure that all resources perform as required.
			7. Corporate Communications & Media Relations are prepared to manage internal and external crisis communications.
			Business Continuity
			8. Business Continuity Plans are periodically updated and reviewed with key personnel. These plans address critical FM Business Functions.
			9. Business Continuity Plans are exercised periodically.
			10. Key personnel named in FM Business Continuity Plans have established communications protocols to interface with the FM Crisis Management Team member(s).
			11. Alternate work locations to be used in the event of a building emergency have been designated.
			12. Alternate communications methods have been identified and tested.
			13. Reliance on virtual work arrangements has been communicated to the IT department. IT security arrangements and capacity needs have been addressed. Personnel expected to work from home have validated that they can do so, and can access necessary computer systems.
			14. Key 3rd party service providers and vendors have been evaluated to ensure that they have developed adequate preparedness capabilities. Alternate service providers and vendors have been identified.
			15. Staff augmentation options have been considered and incorporated into BC plans.

Complete	In Progress	N/A	4.2 Policy Development
			Facility Management
			1. Policies have been established with respect to authorizing building closure and re-opening during a pandemic.
			Staffing and Human Resources
			2. Policies have been established to define conditions under which employees may be instructed NOT to report to work, even if they are well.
			3. Policies have been established to provide liberal leave or other time-off arrangements for employees who are not ill but wish to remain home.
			4. Policies have been established to allow for flexible work arrangements and flexible schedules. (e.g. working from home; staggered shifts, 3rd shift).
			5. Policies have been established to provide guidance or assistance to employees who are suspected to be ill, or become ill at the worksite.
			6. Policies have been established to define Employee Assistance Program offerings associated with a pandemic.
			7. Policies have been established to define conditions under which an infected person can be declared non-infectious and return to work.
			8. Management has consulted with organized labor with respect to employee policy development.
			Payroll and Finance
			9. Policies have been established to address pay during abnormal staffing conditions described above.
			10. Policies have been established to authorize emergency spending, to include restrictions and cost tracking.
			Travel
			11. Policies have been established for declaring travel restrictions and assistance to travelers who cannot return home.
			12. Policies have been established with respect to transporting employees out of high-risk areas into lower-risk areas.
			13. Policies have been established with respect to transporting employees to and from work locations.
			Health and Welfare
			14. Policies have been established to require that employees follow prescribed social distancing, use of protective equipment, and other health-related measures.
			15. Policies have been established to instruct employees on required reporting and/or notification when an employee has been infected.

Complete	In Progress	N/A	4.3 Communications, Monitoring & Reporting
			1. The FM Department has established methods of quickly communicating with building occupants/tenants, suppliers, service providers, and other key personnel within the organization.
			2. The FM Department has validated that key personnel know how to re-route critical phone, fax, and electronic communications in the event of a telecommunications failure.
			3. Responsibilities have been assigned to ensure that sources for timely and accurate information are periodically monitored or contacted.
			4. Trigger points for initiating actions such as special communications, influenza control procedures, minimum staffing, special policies, and building closure have been established.
			5. Employees are aware of influenza symptoms and know special reporting protocols.
			6. Employees who are traveling at a time when travel restrictions are implemented have emergency contact numbers to call. The corporation has access to emergency travel services.
			7. Contact with local Public Health Departments has been established to determine how to obtain periodic updates and advice in the event of a flu outbreak.

Complete	In Progress	N/A	4.4 Supplies & Equipment
			The FM organization has adequate supplies (or access to adequate quantities) of the following types, and has identified distribution needs in the organization:
			1. Antiseptic hand cleaners or alcohol-based soaps.
			2. Antiseptic wipes and tissues.
			3. Antiseptic or chlorinated cleaners for facilities maintenance crews.
			4. Personal protective equipment for custodians (gloves, eye protection, smocks).
			5. N95 masks.
			6. HEPA Filters for HVAC system.

Complete	In Progress	N/A	4.5 Critical FM Services
			Evaluate FM priorities to be invoked in the event of a loss of up to 50% of FM staff and service suppliers. Consider options for temporarily discontinuing FM functions, and augmenting highly critical functions. Evaluate all business-as-usual FM responsibilities in the prioritization process:
			1. Building leasing and sales
			2. Building sanitation and custodial services
			3. Building System Maintenance
			4. Damage assessment and repair
			5. Emergency response operations (e.g., building evacuations)
			6. Environmental monitoring and reporting
			7. Food services
			8. Grounds maintenance
			9. Environmental, Health and Safety reporting
			10. Information Security
			11. Mail collection and distribution
			12. Monitoring and management of controlled environments (data centers, clean rooms, server rooms, PBX rooms)
			13. Monitoring and management of security and life safety alarms/systems
			14. Office space relocation
			15. Physical security and access control
			16. Pollution control and waste management
			17. Tenant communications
			18. Transportation services
			19. Waste management

Complete	In Progress	N / A	4.6 Employee Training & Awareness
			1. Employees, particularly maintenance and custodial employees are knowledgeable of the use, sanitizing, and disposal of personal protective equipment.
			2. Employees have been educated to recognize flu symptoms.
			3. Employees understand local procedures for reporting flu-related symptoms.
			4. Employees know how to obtain information related to pandemic influenza.
			5. Employees have verified that they are able to remotely access systems, data, and other electronic records.

Complete	In Progress	N/A	4.7 Critical Infrastructure
			1. FM has established alternate routing and or redundancy for critical telecommunications. Key personnel have been trained on executing these contingencies.
			2. FM personnel have verified that adequate network capacity is available to support large-volumes of employees working remotely, and that necessary systems can be accessed remotely.
			3. FM and IT have collaborated on plans to ensure that vital computer services will remain functional during periods of minimal staffing. Non-vital systems and/or hardware that may not be maintained have been identified.
			4. Standby generators have been tested periodically under the appropriate load. Generators are refueled after each test.
			5. Contracts are in place to ensure priority fuel delivery in the case of fuel delivery disruptions or long-term, regional power outages.
			6. Transportation service options have been identified to assist FM employees in getting to work and/or performing critical functions.
			7. If on-site medical services are normally provided, alternate service providers and locations have been identified. Instructions for use have been prepared for communication to the employee population.
			8. If 24/7 on-site FM presence is anticipated during a pandemic, pre-stock non-perishable food and water, or identify food service providers. Pre-contract as appropriate.

Chapter 5. Pandemic Response Checklists

Complete	In Progress	N/A	5.1 Crisis Management and Business Continuity
			1. The FM incident coordinator has been designated to lead pandemic mitigation, response, and recovery activities.
			2. The FM incident coordinator is in contact with incident coordinators in other functions within the organization (i.e., HR, Finance, Legal, IT).
			3. Senior leadership in the organization or FM structure is being kept appraised of control strategies, impacts, response activities, and other appropriate information.
			4. Facility Management BC Plans have been reviewed and updated.
			5. Current copies of Crisis Management Team contact lists and Business Continuity Plans have been distributed to key personnel at the first indications of a pandemic.
			6. Members of the Crisis Management Team and key FM employees named in Business Continuity Plans have been trained/refreshed on roles and responsibilities.
			7. FM leadership has established priorities for continuing FM functions throughout the pandemic.
			8. A communications plan has been developed to ensure that all key individuals are involved in and are aware of pandemic-related decision-making.
			9. If available, the organizations Emergency Operations Center is operational.

Complete	In Progress	N/A	5.2 Customer & Employee Protection
			1. Employees have been trained on flu prevention techniques to include cough etiquette, social distancing, and personal hygiene practices.
			2. Employees are aware of interim policies specific to the pandemic, and have knowledge of standards for allowing previously affected employees back in the workplace.
			3. Sufficient quantities and types of hygienic products are available to employees: • Soap or Hand-cleaner • Disinfectant wipes • Protective masks (e.g., N95 or N100 type)
			4. Restrictions applicable to non-employees such as visitors, deliveries, and vendors are in place to limit the introduction of infected individuals.
			5. Additional FM system and custodial measures are in place to reduce the risk of infection, such as more frequent cleaning and sanitizing of common surfaces and increased ventilation.
			6. At-risk employees (those with chronic health conditions) are working off-site or have adequate separation from the general employee body.
			7. Employees have been trained to identify influenza symptoms, and actions to take upon experiencing these symptoms.

Complete	In Progress	N/A	5.3 Internal Communications
			1. Initiate necessary communications with building tenants on items such as: • Influenza control measures (e.g., social distancing, cough etiquette, hand-washing, use of sanitary wipes, and similar items) • Instructions on obtaining hygiene and sanitation supplies • Building closures and/or access restrictions • Temporary protocols applicable to managing visitors, deliveries, and others as appropriate • Changes in Facility Management policies and practices (i.e., certain routine functions may be suspended, while others may occur specifically to control flu transmission. Employees should be aware of the changes) • Other relevant procedures to be followed by building occupants • Sources of more information about influenza
			2. If Business Continuity plans are invoked, ensure key FM personnel are aware of functional priorities.
			3. Continue to communicate frequently with employees in the early phases of a pandemic. Provide routine updates. Use multiple communications methods (voice mail, internal website, email, fliers, and management briefings.)
			4. Evaluate the need to issue messages in language(s) other than English.
			5. Inform senior leadership (specific to FM, the overall organization, and the site) of FM plans and strategies.
			6. Develop an informational hotline and/or information source that employees can access at any time, from any location.
			7. Remain cognizant of HIPAA (Health Insurance Portability and Accountability Act of 1996) limitations on communicating specific medical conditions.
			8. Provide employees with a mechanism of providing feedback or concerns that can be used by FM to improve its processes during a pandemic.
			9. Instruct employees to refer media inquiries to a central contact, preferably in the appropriate Media Relations, Public Relations, or Corporate Communications department.

Complete	In Progress	N/A	5.4 External Communications
			1. Assign an internal or contracted Media Relations specialist to be available to respond to media requests if a large or high-visibility building will be shut down, or has experienced cases of influenza. Ensure the media specialist is aware of FM measures that have been taken or will be taken to protect building occupants.
			2. Contact organizations in the FM supply chain to assess impacts and forecast potential delays or disruptions.
			3. If supply chain disruptions are anticipated, contact alternate providers and evaluate support capabilities. Establish support contracts as appropriate.
			4. If Business Continuity Plans are invoked, notify vendors, suppliers, contractors, business partners, and other critical 3rd parties of changes in business functions, locations, support needs, and communications protocols.
			5. Contact State or Local Public Health Agencies to request current information on vaccine or antiviral availability and other flu control recommendations.
			6. Monitor local news stations and websites for public transportation disruptions, school closures, retail closures, quarantine requests, medical facility availability, and so forth.
			7. Consider using Public Service Announcements to communicate building closures.

Complete	In Progress	N / A	5.5 Government Response
			1. Government agencies may use emergency powers following an Emergency Declaration; publicly and privately owned buildings may be identified as necessary to support response operations.
			2. Local agencies will manage the prioritization of vaccines to the community.
			3. Public health agencies may advise the public to practice social distancing (staying more than about 3 feet from others), or self-quarantine.
			4. Government may order the closure of public and/or private facilities.
			5. Emergency services such as Fire, Police, and Emergency Medical Services may be reduced during a pandemic.
			6. Emergency services response times may be delayed.
			7. Communities may experience stoppages in public works/construction projects; these stoppages may impact or disrupt the local transportation network.
			8. The government may order the closure of ports, borders, interstate travel, air traffic, maritime traffic, public transportation, and travel-related services.

Complete	In Progress	N/A	5.6 Supply Chain Management
			1. Ongoing or potential supply shortages resulting from the Pandemic have been evaluated.
			2. Effects of transportation disruptions on the supply chain have been evaluated.
			3. As appropriate, excess stock of necessary supplies have been ordered, received, and stored in a secure location.
			4. Pandemic impacts to suppliers have been assessed, and ongoing supply chain shortages have been estimated.
			5. Alternate sources of critical supplies and services have been identified.
			6. Contracts with alternate suppliers have been executed.
			7. Arrangements for 24/7 communications with critical suppliers have been established.

Complete	In Progress	N/A	5.7 Security & Travel
			1. Security measures have been taken to protect critical assets that are in short supply.
			2. Increased access control is available to monitor/protect buildings that have been closed and/or vacated.
			3. Measures are in place to ensure that information security is adequately protected, particularly due to high volumes of remotely accessed systems during a pandemic.
			4. Security measures have been implemented for employees that are working at alternate worksites.
			5. Personnel have been assigned to monitor the potential for social disruption.
			6. Appropriate travel restrictions have been implemented and communicated.
			7. Aid can be provided to travelers who may be stranded in other locations.
			8. Contact 3rd Party travel services such as SOS or I-Jet to obtain support and information.

Complete	In Progress	N/A	5.8 Post-Pandemic Recovery
			1. Common areas and equipment have been thoroughly sanitized.
			2. Sanitation and hygiene supplies have been re-stocked.
			3. Normal FM functions that had been suspended are reinstated.
			4. Building occupants are informed of any new FM procedures that may impact them.
			5. Third party vendors and suppliers have been notified when normal operations will be resumed.
			6. Employees have been notified of the return to normal policies, if special policies had been instituted during the pandemic.
			7. Support services are available for FM employees that are reluctant to travel after restrictions have been lifted; or, other remote work options are available.
			8. FM managers are considering that employees may face long-term personal and family care issues that impact or limit work capacity.
			9. Counseling or other types of support are available to help FM employees overcome reluctance to return to the workplace and use public transportation if H5N1 was present in those locations.

Chapter 6. FM Measures for Influenza Control and Mitigation

Complete	In Progress	N/A	6.1 Facility Cleaning and Disinfecting
			10. **General Facilities.** Influenza viruses may live on hard surfaces for up to two days. Evaluate and implement measures to minimize the transmission of the virus through environmental sources, specifically hard surfaces. Train custodial personnel on flu transmission methods. Establish standards for use of personal protective equipment. Train all custodial employees on the proper use and disposal of personal protective equipment. As frequently as is practical, clean hard surfaces that are commonly touched by employees with a neutral detergent followed by a disinfectant solution. Hard surfaces may include: • Hand rails • Door knobs/handles • Elevator buttons • Sinks and Faucets • Counter tops • Window Sills • Light Switches • Equipment controls • Cabinet and file drawer knobs/handles. • Vending machines • Chair arms • Copier/printer/fax control buttons Augment FM custodial services by providing sanitary wipes to all departments and encouraging employees to frequently (several times per day) sanitize surfaces that employees are in contact with. Emphasize sanitation of items that are used close to the face, such as telephones, hands-free microphones, radios, hard-hats, and similar items. Place sanitizing wipes in company vehicles with reminders to wipe down steering wheels and gear shifters before and after use. The use of hand-held black lights and phosphorescent powder can be used to detect viral and bacterial residues.

Complete	In Progress	N/A	6.1 Facility Cleaning and Disinfecting
			11. **Dining Rooms & Cafeterias.** Follow the sanitation measures described in Paragraph 1. Consider the following temporary measures to reduce the potential for flu transmission: • Place a sanitation station at the entrance to the dining facility. Require patrons to use the alcohol-based cleaner or sanitary wipe prior to entering the facility. • Reduce patron concern by posting information summarizing the steps that the food service facility is taking, why, and what individuals can do to reduce flu transmission (clean hands routinely, cough etiquette, social distancing). Assign a management employee to circulate among patrons at the dining facility to answer questions or concerns. • Replace silverware with plastic wrapped, disposable eating utensils. • Offer only food items that are individually packaged. Suspend offering "buffet line" items that are open to employees and typically protected only by a sneeze guard. Alternatively, place buffet items behind a serving counter and assign cafeteria staff to serve the items rather than allowing self-serve. • Suspend offering items that are prepared off-site under conditions that are not monitored by the company. • Suspend offering items that are not cooked and are not pre-packaged (e.g., salads, fruits, raw vegetables, uncooked sandwiches, bakery items, and so forth) • Place trays, cups, coffee mugs, plates, and other items normally openly accessible to patrons in a secure area. Do not allow patrons access to these items until issued on an individual basis. Ensure the cafeteria workers issuing these items are wearing rubber gloves and masks. • Assign cafeteria personnel to continuously sanitize hard surfaces that are commonly touched by patrons. • Identify triggers indicating temporary closure of the cafeteria is appropriate: – News of flu transmission at other food service facilities. – High levels of employee concern about flu transmission at the food service facility. – Limited use of the facility by patrons. – Very low availability of cafeteria staff.
			12. **Commercial Kitchens/Food Preparation Areas.** Evaluate and implement appropriate options contained in Paragraph 1 of this table. In addition, consider the following options: • Train all kitchen employees on flu transmission and prevention measures. • Require the use of rubber gloves, paper food service masks, smocks, and headgear by ALL food preparers at ALL times in the kitchen. • Arrange for clothing worn by kitchen staff to be washed nightly. • Frequently sanitize food preparation items (pots, pans, knives, cutting boards, and similar items). Soak implements in a bleach solution for 30

Complete	In Progress	N/A	6.1 Facility Cleaning and Disinfecting
			minutes. (1 cup [250 ml] or 5.25% unscented household bleach to 5 gallons (20 liters) of water). • Ensure delivery of food items is monitored closely to ensure kitchen contamination does not occur. Alternatively, do not allow delivery personnel in the kitchen. • Cutting boards that are pitted, cracked or otherwise in poor condition should be disposed of.
			13. **Bathrooms.** Evaluate and implement appropriate options contained in Paragraph 1 of this table. In addition, consider the following options: • Consider installation of motion-sensor activated soap dispensers, toilet flushers, paper towel dispensers, and sink faucets. • On all bathroom doors, place reminders of the importance of hand washing and attention to hygiene. • Ensure all bathrooms are adequately stocked with sanitizing soap and hand towels. These will be depleted rapidly by employees and will require replenishing more often than normal. • Frequently wipe down bathroom faucet knobs and fixtures. • Increase the frequency at which waste paper is collected and disposed of.
			14. **General Supplies.** Obtain stock adequate hygiene and sanitation supplies, such as: • Neutral detergents (i.e., bleach) • Disinfectants • Hand sanitizer • Sanitizing wipes • Tissues • Rubber gloves • N95/N100 dust masks
			15. **Supply Distribution.** Provide antibacterial hand washing solutions such as hand sanitizers and sanitary wipes in all common areas, such as: • Central locations within work areas • Break rooms • Bathrooms • Lobbies • Copy rooms • Cafeterias • Waiting rooms • Training rooms

Complete	In Progress	N/A	6.2 Building Systems
			1. **General**. Because the flu is transmitted through droplets carrying the influenza virus, the building system of concern is primarily Heating, Ventilation & Air Conditioning (HVAC). However, persons working on building systems can carry and transmit the flu virus. Therefore, FM managers should require that all building system employees and contractors receive flu prevention training. Appropriate personal protective equipment should be made available.
			2. **HVAC.** • HVAC systems should continue running, increasing the amount of outside air and reducing the amount of recirculated air. Alternatively, increase ventilation in the workplace by opening windows. • Increase the frequency at which air-handling device filters are changed. • Use HEPA air filters to improve air quality.
			3. **Power.** While a pandemic is not expected to lead to a power outage, a pandemic will impact Power Company staffing levels, and if an outage does occur, the response timeframe may be delayed. Proactive testing of the stand-by generator will help ensure power availability to the site. Fuel levels in stand-by generators should be periodically checked, and tanks should be filled after each test.

Complete	In Progress	N/A	6.3 Site Access Restrictions and Closure
			1. It may be appropriate to restrict visitors and other non-employees from entering facilities. Notify Site Security of all third party service providers/vendors that are authorized access to the facility during a site closure or when access is restricted.
			2. In the event that a site closure is deemed appropriate, coordinate the closure with Site Security, executive leadership, and corporate communications. Reduce misinformation and speculation by communicating with other company locations about the circumstances of the closure. Establish communications protocols for notifying employees when a building will be re-opened.
			3. Identify any prerequisites to be met by employees and third party service providers/vendors prior to entering closed or restricted access sites: • Medical evaluations • Vaccinations (if available) • Self-health assessment questionnaire • Personal protective equipment use
			4. Notify personnel and third party service providers/vendors of any prerequisites prior to entering a closed or restricted site.
			5. Identify access control support that can be provided from remote locations.
			6. Ensure all entrances to the affected facility can be effectively secured. Access to the facility should come through the main entrance only.
			7. Direct all incoming and outgoing personnel through the main entrance of the facility to assist in access monitoring.
			8. Ensure documentation of all visitors and personnel into and out of the facility, including: • Name • Company • Time entered • Time exited • Completion of facility entrance prerequisites

Chapter 7.
Avian Flu & Pandemic Influenza Resources

7.1 Avian Flu Resources

Description	Resource Link
Department of Homeland Security main website for avian flu.	www.avianflu.gov
Centers for Disease Control (CDC) site with links to various topics on avian flu.	www.cdc.gov/flu/avian
Hong Kong Government Information Center; Safety Guidelines for Handling and Disposal of Dead Wild Birds	http://www.chp.gov.hk/files/pdf/HandlingofDeadBirds_Eng.pdf
UN-provided information on Avian Influenza	http://www.fao.org/ag/againfo/subjects/en/health/diseases-cards/avian_issues.html
USDA Homepage & Avian Influenza Information	http://www.usda.gov/wps/portal/usdahome (select "Avian Influenza")
World Health Organization main page for Avian Flu information.	www.who.int/csr/disease/avian_influenza/en/
World Health Organization Advice for People Living in Areas Affected by Avian Flu.	www.wpro.who.int/NR/rdonlyres/04FA6993-8CD1-4B72-ACB9-EB0EBD3D0CB1/0/Advice10022004rev08112004.pdf

7.2 Pandemic and Seasonal Flu Resources

Description	Resource Link
Link to State of Arizona's Pandemic Response Plan	www.azdhs.gov/pandemicflu/pandemic_flu_plan.htm
CDC links to various flu and pandemic information sites.	www.cdc.gov/flu
CDC site providing current health-related travel advisories	www.cdc.gov/travel/outbreaks.htm
Information on seasonal flu and pandemics; posted by Roche Labs.	www.flufacts.com
New England Journal of Medicine website with information on numerous infectious diseases.	http://infectious-diseases.jwatch.org/
US Office of Personnel Mgt internal guidance on human resources management during a pandemic.	www.opm.gov/pandemic/agency/agency.asp
Department of Homeland Security main website for pandemic flu.	www.pandemicflu.gov

Description	Resource Link
Department of Homeland Security website containing pandemic influenza planning information for businesses.	www.pandemicflu.gov/plan/businesschecklist.html
Various pandemic guides posted by a private source.	www.pandemicreferenceguides.com
Pandemic-focused web-log with numerous links.	http://reports.typepad.com/pandemic_plan/2005/12/products_servic.html
Water Quality and Health Council information on using Chlorine Bleach to manage the spread of influenza	www.waterandhealth.org/newsletter/new/winter_2005/chlorine_bleach.html
World Health Organization Pandemic Preparedness	http://www.who.int/csr/disease/influenza/pandemic/en/

7.3 General Planning and Preparedness Information Resources

Resource Type	Link
Contingency Planning & Management Publication and Information	www.contingencyplanning.com
Crisis Navigator	www.crisisnavigator.de/boincme.htm
Disaster and Emergency Management on the Internet	www.keele.ac.uk/depts/por/disaster.htm
Disaster Prevention and Management	www.emeraldinsight.com/dpm.htm
Disaster Recovery Journal Publication and Information	www.drj.com
DRJ's On-Line Vendor Directory	www.drj.com/vendor/drj5a.html
Disaster Recovery Yellow Pages	www.disaster-help.com
Disaster Resource Guide	www.disaster-resource.com
Disaster Recovery World	www.disasterrecoveryworld.com
Emergency Preparedness Information eXchange	hoshi.cic.sfu.ca/epix/
FEMA's Virtual Library	www.fema.gov/library/
Homeland Defense Journal	www.homelanddefensejournal.com
Natural Hazards Data Resources Directory	www.ngdc.noaa.gov/seg/hazard/resource

7.4 Planning and Preparedness Associations

Association	Link
Association of Contingency Planners	www.acp-international.com
Association of Insurance and Risk Managers	www.airmic.com
Business Continuity Planners Association	www.bcpa.org
Business Recovery Managers Association	www.brma.com
Disaster Preparedness & Emergency Response Association	www.disasters.org
Disaster Recovery Institute International	www.drii.org
International Association of Professional Security Consultants	www.iapsc.org
International Disaster Recovery Association	www.idra.com
National Emergency Management Association	www.nemaweb.org
National Fire Protection Association	www.nfpa.org
Risk Insurance Management Society	www.rims.org

Appendix 1:
Business Continuity Plan (BCP) Template

BUSINESS CONTINUITY PLAN TEMPLATE

(ORGANIZATION)
BUSINESS CONTINUITY PLAN

(LOCATION OR FACILITY MANAGEMENT ENTITY)

Locations/Functions Covered in the Plan

Issue Date: (DATE)

Keep 1 Copy of this Plan in Your Office and
1 Copy in the Trunk of Your Car

BUSINESS CONTINUITY PLAN TEMPLATE

TABLE OF CONTENTS

(insert Table of Contents)

BUSINESS CONTINUITY PLAN TEMPLATE

SECTION 1: IMMEDIATE ACTIONS

[The Purpose of Section 1 is to enable Facility Management work-groups to transition from an emergency response situation into business resumption activities. This section should not replace or supersede any existing life safety or emergency response plans. Tables 1.1 and 1.2 contain standard language that can be used in all enterprise business continuity plans. Modifications to the tables may be appropriate based on local emergency response procedures.]

1.1 IF AT THE WORKPLACE

✓	Action	Responsibility
	1. In an emergency, follow site specific Emergency Action Plan and directions of Floor Wardens and Emergency Response Team members. WHEN ADVANCE WARNING IS GIVEN AND IF CONDITIONS PERMIT, take critical work equipment to include laptops, VPN token, cell phone, and other vital work tools.	
	2. Go to the department's designated Assembly Area and establish contact with Emergency Response Team to receive information updates.	
	3. Inform safety personnel of any missing or injured persons.	
	4. Notify off-site staff members of the situation and let them know that they will be contacted with further instructions.	
	5. Instruct employees to remain at Assembly Areas until additional instructions are provided. Maintain a record of those employees that are released.	
	6. Manage and monitor the performance of functions listed in Section 2.	

1.2 IF AWAY FROM THE WORKPLACE

✓	Action	Responsibility
	1. If you become aware that operations at *(specify location or locations)* may have been impacted by a local or regional disaster, call *(insert hotline or other number)* to obtain information about the event.	
	2. Contact individuals in your department to inform them of the situation. Provide your contact information and establish a method of providing periodic updates to staff members.	
	3. Invoke procedures in Section 2 if critical functions have been disrupted or are expected to be disrupted.	

BUSINESS CONTINUITY PLAN TEMPLATE

SECTION 2: BUSINESS RESUMPTION PROCEDURES

[The purpose of this Section is to describe procedures for re-establishing the department's critical functions if normal business activities are disrupted. Several options should be included to address differences between short-term and long-term disruptions. Unless specifically stated, FM Supervisors/Managers retain discretion as to when any particular tasks will be implemented. Tasks should be described in general terms, allowing for flexibility in execution.]

2.1 Prioritization of FM Functions

✓	Function	Responsibility
	1. [List first priority for FM resumption]	*[Functional Manager]*
	2. [List second priority for FM resumption]	*[Functional Manager]*
	3. [continued as necessary]	

2.2 (Business Function – First Priority)

✓	Resumption Tasks	Responsibility
	1. List general tasks in the order in which they will occur. List as many tasks as necessary. Reference other existing documents if necessary.]	*[Identify who is responsible for accomplishing this task.]*

2.3 (Business Function – Second Priority)

✓	Resumption Tasks	Responsibility
	1. List tasks in the order in which they will occur. List as many as necessary. Reference other documents if necessary.]	*[Identify who is responsible for accomplishing this task.]*

BUSINESS CONTINUITY PLAN TEMPLATE

SECTION 3: INTERNAL COMMUNICATIONS

3.1 CRISIS HOTLINES AND KEY CONTACTS

✓	Contact (Examples)	Telephone
	Building Access Control	
	Crisis Management	
	Employee Assistance Program (EAP) Hotline	
	Employee Emergency Hotline	
	Emergency Operations Center	
	Facilities Hotline	
	Human Resources Hotline	
	Human Resources Benefits Hotline	
	IT Recovery Hotline	
	IT Helpdesk	
	Media Relations	
	Safety Hotline	
	Security Hotline	
	Travel Hotline	
	Workers Compensation & Disability Hotline	

3.2 DEPARTMENT CONTACT LIST

[A department contact list may be inserted here, or if a separately maintained contact list is used, it may be appended to the plan. In either case, it is important that plan-holders have the ability to quickly communicate with department employees.]

Name / Role	Office	Cell	Email

3.3 OTHER INTERNAL CONTACTS

[The purpose of this Section is to identify other internal entities that this Department may need to communicate with during a business disruption. The types of entities that should be identified include internal resource providers, "upstream workflow" departments, internal customers, and other organizations that will be directly or indirectly impacted by a disruption to the department's critical functions. Add as many entities as necessary.]

DEPARTMENT 1

Name	Office	Cell	Home	Email

DEPARTMENT 2

Name	Office	Cell	Home	Email

BUSINESS CONTINUITY PLAN TEMPLATE

SECTION 4: EXTERNAL COMMUNICATIONS

[The purpose of this Section is to identify external entities that the Department may need to communicate with during a business disruption. The types of entities that should be identified include emergency services, external resource providers, vendors, suppliers, contractors, business partners, and critical customers. Add as many as necessary. Delete any sections that are not applicable.]

4.1 EMERGENCY SERVICES

Service	Telephone
Fire or Serious & Life Threatening Injuries	*[Distinguish between numbers if caller is landline and cellular phone, if appropriate]*
Police: Non-Emergency	
Major Local Hospitals	
Hospital 1	*Enter Contact Information for all*
Hospital 2	
Hospital 3	
Etc.	

4.2 VENDORS/SUPPLIERS/CONTRACTORS

Vendor	Contact Information
Vendor 1	*Enter Contact Information for all*
Vendor 2	
Vendor 3	
Etc.	

4.3 TENANTS

Customers	Contact Information
Tenant 1	*Enter Contact Information for all (24/7 telephone, pager, cell, email, etc.)*
Tenant 2	
Tenant 3	
Etc.	

4.4 BUSINESS PARTNERS

Business Partners	Contact Information
Business Partner 1	*Enter Contact Information for all (24/7 telephone, pager, cell, email, etc.)*
Business Partner 2	
Business Partner 3	
Etc.	

BUSINESS CONTINUITY PLAN TEMPLATE

SECTION 5: VITAL RECORDS

[The purpose of this Section is to identify hard-copy records that are essential to the department's critical functions, but are not duplicated. This table enables plan-holders to identify and document procedures for re-creating vital records. Procedures for obtaining vital records that are duplicated should be specified in Section 2 – Business Resumption Procedures.]

Document/Record	Location	Recovery Procedures
[Service Contract with XYZ Company]	*[File Cabinet, Building X, Room X.]*	*[Contact John Doe at Company XYZ and obtain copy of contract. John Doe 24/7 pager: 888-555-5555.Alternate is Jane Smith, 24/7 pager: 888-555-1111.]*

BUSINESS CONTINUITY PLAN TEMPLATE

SECTION 6: CRITICAL SYSTEMS/APPLICATIONS

[The purpose of this Section is to identify electronic applications, data, or records that are essential to the department's critical functions. This table enables plan-holders to identify existing back-up or recovery procedures, and Recovery Time Objectives (RTOs), in hours or days, for each.]

Application	Back-Up / Recovery	RTO

BUSINESS CONTINUITY PLAN TEMPLATE

APPENDIX A: EMERGENCY WORKSPACE REQUESTS

[In order to maintain control over post-disaster facilities support requests, this worksheet should be provided to leaders of other critical functions within the enterprise, and should be included in their BC Plans. Facility Managers should expect that these individuals will request support for additional workspace following a building disruption. This section should be standardized across the organization to the extent possible.]

Workspace and Equipment Request		
Individual Making Request		
Department/Location		
Contact Information	Phone	
	Cell	
	Email	
	Alternate Contact	
Date/Time Request Submitted		

Workspace and Equipment		
Space or Equipment Requested	**Quantity**	**Specifications / Notes**
Individual Workstations		
Computers		
Telephones		
Faxes		
Copiers		
Other:		
Other:		
Other:		
Other:		

Notes:

BUSINESS CONTINUITY PLAN TEMPLATE

APPENDIX B: DOCUMENT MANAGEMENT

CHANGE RECORD

Section	Last Update	Change Made By

PLAN-HOLDERS

Name	Date Issued	Last Revision

Appendix 2: Sample BCP – Single Site

AAA CORPORATION
FACILITY MANAGEMENT
BUSINESS CONTINUITY PLAN

Business Campus

1234 Main Street
San Francisco, California

Issue Date: 22 December 2006

Keep 1 Copy of this Plan in Your Office and
1 Copy in the Trunk of Your Car

Sample BCP – Single Site

This sample Plan addresses the resumption of critical Facility Management Functions in a fictitious multi-use office campus at 1234 Main Street, San Francisco, CA.

TABLE OF CONTENTS

SECTION 1: IMMEDIATE ACTIONS 1

1.1 If At the Workplace 1
1.2 If Away From the Workplace 1

SECTION 2: BUSINESS RESUMPTION PROCEDURES 2

2.0 Priority of Facility Management Resumption 2
2.1 Staffing and Communications 3
2.2 Site Safety and Security 4
2.3 Operations & Maintenance of Essential Building Systems 4
2.4 Pollution Control and Environmental Monitoring 5
2.5 Environmental, Health and Safety Reporting 5
2.6 Alternate Work Location Support 5
2.7 Site Damage Assessment and Recovery 6
2.8 Building Sanitation 6
2.9 Mail Services 7
2.10 General Principles for Returning to Normal Operations 7

SECTION 3: INTERNAL COMMUNICATIONS 8

3.1 Crisis Hotlines and Key Contacts 8
3.2 Department Contact List 8
3.3 Executive Staff and Department Leadership 9

SECTION 4: EXTERNAL COMMUNICATIONS 11

4.1 Emergency Services 11
4.2 FM Contractors & Vendors 11
4.3 Tenants 12

SECTION 5: VITAL RECORDS 13

SECTION 6: CRITICAL SYSTEMS/APPLICATIONS 14

APPENDIX 1: EMERGENCY WORKSPACE REQUESTS 15

APPENDIX 2: DOCUMENT MANAGEMENT 16

Sample BCP – Single Site

SECTION 1: IMMEDIATE ACTIONS

1.1 If At the Workplace

✓	Action	Responsibility
	1. In an emergency on the campus, follow the site's Emergency Action Plan. Follow directions of Floor Wardens and Emergency Response Team members. WHEN ADVANCE WARNING IS GIVEN AND IF CONDITIONS PERMIT, take critical work equipment to include laptops, VPN token, cell phone, and other vital work tools.	All
	2. Go to the department's designated Assembly Area and establish contact with building's Emergency Response Team to receive information updates.	All
	3. Inform safety personnel of any missing or injured persons.	FM Supervisors
	4. Notify off-site staff members of the situation and let them know that they will be contacted with further instructions.	FM Supervisors
	5. Instruct employees to remain at Assembly Areas until additional instructions are provided. Maintain a record of those employees that are released.	FM Supervisors
	6. Manage and monitor the performance of functions listed in Section 2.	FM Supervisors

1.2 If Away From the Workplace

✓	Action	Responsibility
	1. If you become aware that operations at the AAA Campus may have been impacted by a local or regional disaster, call the employee hotline at 866-555-1212 to obtain information about the event.	All FM Employees
	2. Contact appropriate Facility Management employees to inform them of the situation. Provide your contact information and establish a method of providing periodic updates to staff members.	All FM Supervisors and Managers
	3. Invoke procedures in Section 2 if critical functions have been disrupted or are expected to be disrupted.	All FM Supervisors and Managers

SECTION 2: BUSINESS RESUMPTION PROCEDURES

2.0 Priority of Facility Management Resumption

The following functions are in general order of priority. The FM Director may adjust the order of execution at the time of event.

✓	Function	Responsibility
	1. Staffing and Communications	(name) FM Director
	2. Site Safety and Security	(name) Facilities Safety and Security Mgr.
	3. Operations & Maintenance of Essential Building Systems	(name) FM Engineer
	4. Pollution Control and Environmental Monitoring	(name) EHS Specialist
	5. Environmental, Health and Safety Reporting	(name) EHS Specialist
	6. Alternate Work Location Support	(name) FM Director
	7. Site Damage Assessment and Recovery	(name) FM Director
	8. Building Sanitation	(name) Custodial Sup.
	9. Mail Services	(name) Mail Room Sup.
	10. General Principles for Returning to Normal Operations	All
	11. Department Contact List	

2.1 Staffing and Communications

✓	Resumption Tasks	Responsibility
	1. Assemble all available FM Staff from all buildings on the campus. Assess the extent of damage to site operations. Evaluate staffing levels required to accomplish functions listed above (Section 2.0). Adjust staffing schedules as appropriate. Engage external support as required (See Section 2.3 and Section 4.2). Shift staffing levels from unaffected buildings as necessary. Cease non-vital functions to free up staff, if necessary.	FM Director
	2. Contact essential service providers to determine availability or to request additional support. (Section 4.2) Contact alternate service providers if necessary.	FM Director
	3. Notify the Corporate FM staff of the situation (what happened, impacts, anticipated duration of the impacts). Request support as appropriate.	FM Director
	4. If necessary, establish an off-site location from which FM operations will be managed if the campus cannot be accessed. Use office space in an unaffected building on the campus if available. Displace non-vital business functions if necessary. Re-route telephone numbers to the alternate site.	FM Director
	5. Inform all off-duty staff members of the situation and provide appropriate work instructions. Establish communications protocols to stay in contact with all staff members and to provide situation updates.	FM Director
	6. If appropriate, communicate with campus tenants (Section 4.3) to provide basic situational information and instructions for receiving further updates. Assign tenant communications to an FM staff member if appropriate.	FM Director
	7. Update the FM Hotline message on a periodic basis. To access FM Hotline, dial 888-555-1234; Press #; Enter code 9999 to change the message.	FM Director

2.2 Site Safety and Security

✓	Resumption Tasks	Responsibility
	1. Notify office campus occupants if safety and/or security systems have been disrupted (coordinate communications with FM Director). Provide interim safety/security instructions. Institute necessary work restrictions. Post access control personnel to prevent entry into hazardous or unauthorized areas.	Safety and Security Mgr.
	2. Validate that critical safety and security technologies are working (systems, video surveillance, badge readers); request technical support as necessary.	Safety and Security Mgr.
	3. Confirm that fire, security, and life safety monitoring capabilities are functioning properly and are manned by qualified personnel.	Safety and Security Mgr.
	4. Ensure personnel resources are available to provide necessary access control.	Safety and Security Mgr.
	5. Ensure safety programs are being adhered to throughout recovery activities.	Safety and Security Mgr.
	6. If necessary re-establish medical services at an off-site location, or engage contracted medical support.	Safety and Security Mgr.
	7. Initiate an incident log to track and record injuries and illnesses related to the event.	Safety and Security Mgr.
	8. Evaluate opportunities to adjust air handling and/or ventilation systems to improve air quality or to control the spread of contaminants.	Safety and Security Mgr.

2.3 Operations & Maintenance of Essential Building Systems

✓	Resumption Tasks	Responsibility
	1. Evaluate the status of commercial power; work with Electrical Contractor and Public Utilities to fix problems.	FM Engineer
	2. Monitor the emergency standby generator(s) for proper functionality, fuel levels, load capacity, etc.	FM Engineer
	3. Monitor HVAC systems for proper functionality. Coordinate with the Safety and Security Manager on HVAC adjustments necessary to improve health conditions.	FM Engineer
	4. Validate that water, wastewater, and natural gas lines have not been damaged and are functioning properly.	FM Engineer
	5. Confirm that building systems are working properly in controlled environments (data centers, server rooms, PBXs, clean rooms, etc.).	FM Engineer

2.4 Pollution Control and Environmental Monitoring

✓	Resumption Tasks	Responsibility
	1. Validate that air, water and solid/hazardous waste pollution control equipment and computer systems are functioning properly.	EHS Specialist
	2. If pollution control equipment is not functioning, coordinate with Operations VP to shutdown or alter manufacturing processes.	EHS Specialist
	3. Inspect chemical and hazardous materials storage locations to ensure that spills, discharges or emissions have not occurred.	EHS Specialist
	4. Notify proper agencies if monitoring lapses, permit violations, or reporting delays are anticipated.	EHS Specialist

2.5 Environmental, Health and Safety Reporting

✓	Resumption Tasks	Responsibility
	1. Issue communications if reporting process changes are necessary.	EHS Specialist
	2. Notify proper regulatory agencies if delays are anticipated	EHS Specialist
	3. Continue reporting as soon as possible.	EHS Specialist
	4. Save records or evidence that relates to unusual emissions or discharges.	EHS Specialist

2.6 Alternate Work Location Support

✓	Resumption Tasks	Responsibility
	1. If appropriate, coordinate with building tenants to assist with identifying and leasing/purchasing alternate workspace. To the extent possible, utilize unoccupied campus workspace. (This support is usually limited to internal employees, not 3rd party tenants.)	FM Director
	2. Distribute forms in Appendix 1 to collect required workspace and equipment information.	FM Director
	3. Identify a primary and an alternate contact for each tenant group or department. Communicate information about alternate workspace needs and relocation schedules with these contacts only.	FM Director
	4. Assist in coordinating transportation and access to the alternate work location.	FM Director

✓	Resumption Tasks	Responsibility
	5. Following workspace relocation, assign an FM staff member to monitor the group's needs, and to provide updates regarding the move back to the normal work location.	FM Director

2.7 Site Damage Assessment and Recovery

✓	Resumption Tasks	Responsibility
	1. Initiate building and/or campus damage assessment. Involve structural engineers and other contracted support as necessary.	FM Director
	2. Initiate damage reporting and cost tracking for damages associated with the event; assign staff member to manage the process. Coordinate with Risk Management-Insurance to ensure proper information is captured.	FM Director
	3. Establish intake process to prioritize and assign staff to manage building problems. Establish central contact for coordinating work with contractors.	FM Director
	4. Coordinate damage and repair work with Safety and Security Manager.	FM Director

2.8 Building Sanitation

✓	Resumption Tasks	Responsibility
	1. Coordinate with the Safety and Security Manager to evaluate special sanitation/custodial needs on the campus. Re-assign staff or contractors as needed.	Custodial Supervisor
	2. Evaluate the need for PPE or special supplies.	Custodial Supervisor
	3. In the event of communicable diseases, emphasize the sanitation of restrooms, cafeterias, training rooms, and other common areas.	Custodial Supervisor

2.9 Mail Services

✓	Resumption Tasks	Responsibility
	1. Identify an alternate site for mail collection and distribution. Notify USPS or other Couriers of alternate location.	Mail Room Supervisor
	2. Notify building tenants of alternate mail processing procedures/instructions.	Mail Room Supervisor
	3. As required by the nature of the event, initiate special mail handling procedures, such as— ♦ Use of PPE (protective gowns, rubber gloves, N95 masks, eye protection). ♦ Suspicious package identification, handling, and reporting. ♦ X-ray scanning of packages.	Mail Room Supervisor

2.10 General Principles for Returning to Normal Operations

✓	Resumption Tasks	Responsibility
	1. Follow a defined schedule to manage the return to normal operations. All staff members and impacted tenants, contractors, etc., should be aware of the schedule.	All
	2. Be very deliberate about returning to normal operations to enable supervisors to verify that functions can be performed effectively. Avoid the temptation to rush the process in order to restore normalcy- missteps will cause confusion.	All
	3. Maintain elevated staffing levels while returning to normal operations; during the transition period the FM staff may be performing functions using both normal and alternate processes.	All
	4. Validate that systems are fully functional before ceasing manual contingencies.	All
	5. Communicate appropriately, internally and externally, when return-to-normal operations are complete.	All
	6. Remind all FM employees to save hard copy records that are created during a system disruption. Records should be saved until data can be entered into appropriate systems.	All

SECTION 3: INTERNAL COMMUNICATIONS

3.1 Crisis Hotlines and Key Contacts

✓	Contact (Examples)	Telephone
	Building Access Control	888-555-1234
	Crisis Management Team	888-555-1234
	Employee Assistance Program (EAP) Hotline	888-555-1234
	Employee Emergency Hotline	888-555-1234
	Emergency Operations Center	888-555-1234
	Facility Management Hotline	888-555-1234
	Human Resources Hotline	888-555-1234
	Human Resources Benefits Hotline	888-555-1234
	IT Recovery Hotline	888-555-1234
	IT Helpdesk	888-555-1234
	Media Relations	888-555-1234
	Safety Hotline	888-555-1234
	Security Hotline	888-555-1234
	Telecommunications Support	888-555-1234
	Travel Hotline	888-555-1234
	Workers Compensation & Disability Hotline	888-555-1234

3.2 Department Contact List

Name / Role	Office	Cell	Email
(name) FM Director	888-555-1234	888-555-1234	email
(name) Fac. Safety & Security Manager	888-555-1234	888-555-1234	email
(name) Facilities Engineering Supervisor	888-555-1234	888-555-1234	email
(name) EHS Specialist	888-555-1234	888-555-1234	email

Name / Role	Office	Cell	Email
(name) Custodial Services	888-555-1234	888-555-1234	email
(name) Mail Room Supervisor	888-555-1234	888-555-1234	email

3.3 Executive Staff and Department Leadership

Department / Role	Name	Office	Cell	Home	Email
Executive Staff; CEO	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Executive Staff; CEO	(name)	888-555-1234	888-555-1234	888-555-1234	email
Executive Staff; COO	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Executive Staff; COO	(name)	888-555-1234	888-555-1234	888-555-1234	email
Executive Staff; HR	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Executive Staff; HR	(name)	888-555-1234	888-555-1234	888-555-1234	email
Executive Staff: CFO	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Executive Staff: CFO	(name)	888-555-1234	888-555-1234	888-555-1234	email
Executive Staff: CIO	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Executive Staff: CIO	(name)	888-555-1234	888-555-1234	888-555-1234	email
Internal Communications Mgr	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Internal Communications Mgr	(name)	888-555-1234	888-555-1234	888-555-1234	email

Sample BCP – Single Site

Department / Role	Name	Office	Cell	Home	Email
Media Relations Mgr	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Media Relations Mgr	(name)	888-555-1234	888-555-1234	888-555-1234	email
Procurement Director	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Procurement Director	(name)	888-555-1234	888-555-1234	888-555-1234	email
Travel Administrator	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Travel Administrator	(name)	888-555-1234	888-555-1234	888-555-1234	email
Risk Management and Insurance	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Risk Mgt & Insurance	(name)	888-555-1234	888-555-1234	888-555-1234	email
Legal	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate - Legal	(name)	888-555-1234	888-555-1234	888-555-1234	email

SECTION 4: EXTERNAL COMMUNICATIONS

4.1 Emergency Services

Service	Telephone
Fire or Serious & Life Threatening Injuries	911
Police: Non-Emergency	888-555-1234
Major Area Hospitals	
General Hospital 7788 Main Street, San Francisco	888-555-1234
South Hospital 1000 South Ave, San Francisco	888-555-1234
Central Medical Center, 9998 HW 7; San Francisco	888-555-1234

4.2 FM Contractors & Vendors

Vendor	Contact Information
Access Control	24/7 emergency line, pager, email, cell phone.
Custodial services	24/7 emergency line, pager, email, cell phone.
Electrical	24/7 emergency line, pager, email, cell phone.
Food Services	24/7 emergency line, pager, email, cell phone.
HazMat Cleanup	24/7 emergency line, pager, email, cell phone.
HVAC Servicing	24/7 emergency line, pager, email, cell phone.
Mail/Courier Services	24/7 emergency line, pager, email, cell phone.
Office Equipment; Printers, Copiers, Fax, Computer Hardware	24/7 emergency line, pager, email, cell phone.
Plumbing	24/7 emergency line, pager, email, cell phone.
Records Archiving	24/7 emergency line, pager, email, cell phone.
Recovery Services	24/7 emergency line, pager, email, cell phone.
Security Services	24/7 emergency line, pager, email, cell phone.
Structural Engineering	24/7 emergency line, pager, email, cell phone.
Travel Security	24/7 emergency line, pager, email, cell phone.
Waste Disposal	24/7 emergency line, pager, email, cell phone.

4.3 Tenants

Company	Contact Information
Global Bank	Main: 888-555-1234 24/7: 888-555-1234 (Office Manager Pager)
Technology Max	Main: 888-555-1234 24/7: 888-555-1234 (Company HQ – Boston)
Springhill Fabrications	Main: 888-555-1234 24/7: 888-555-1234
JK Engineering	Main: 888-555-1234 24/7: (none available)

SECTION 5: VITAL RECORDS

Document/Record	Location	Recovery Procedures
Building Lease Agreement	Building, Room, File, and distinguishing file markings	Copies obtainable from Building Owner (Smith Group; 888-555-1234)
Building System and Equipment Manuals	Building, Room, File, and distinguishing file markings	Copies obtainable from equipment suppliers.
Capital Asset Inventory	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
HazComm Books	Building, Room, File, and distinguishing file markings	MSDS Provider: SafePro; 888-555-1234
Insurance Records	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Lock Combinations for storage facilities	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Original Site Blueprints	Building, Room, File, and distinguishing file markings	Hard copies maintained by building architect. (AA Group. 888-555-1234).
OSHA 101 Archives	Building, Room, File, and distinguishing file markings	Copies obtainable from OSHA.
Security Inspection Logs	Building, Room, File, and distinguishing file markings	No copies off-site.
Security Surveillance Tapes	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Utility Schematics	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Vehicle Pool Keys	Building, Room, File, and distinguishing file markings	Originals maintained by leasing agency (USA Leasing: 888-555-1234; contract #: 93847506)

SECTION 6: CRITICAL SYSTEMS/APPLICATIONS

Application	Back-Up / Recovery	RTO
Building Access System	Backed Up at Alternate Data Center	1 hr.
Building Systems Application	Backed Up at Alternate Data Center	1 hr.
CAD System	Local servers backed up on CD bi-weekly; CDs stored off-site.	24 hrs.
EHS Records System	Incremental back-ups nightly; Full Back-ups weekly (Sunday AM); Tapes stored off-site.	24 hrs.
Security Inspection System	Local servers backed up on CD bi-weekly; CDs stored off-site.	24 hrs.

Contact Tier 2 IT Support Hotline in the event of a system failure or to request recovery support. (800-555-1234)

APPENDIX 1: EMERGENCY WORKSPACE REQUESTS

Workspace and Equipment Request		
Individual Making Request		
Department/Location		
Contact Information	Phone	
	Cell	
	Email	
	Alternate Contact	
Date/Time Request Submitted		

Workspace and Equipment		
Space or Equipment Requested	**Quantity**	Specifications/Notes
Individual Workstations		
Computers		
Telephones		
Faxes		
Copiers		
Other:		
Other:		
Other:		

Special Access and/or Security Needs:
Notes:

APPENDIX 2: DOCUMENT MANAGEMENT

CHANGE RECORD

Section	Last Update	Change Made By
Original Plan	12/22/2006	Jane Doe

PLAN-HOLDERS

Name	Date Issued	Last Revision
All FM Managers	12/22/2006	1.0

Appendix 3: Sample BCP – Corporate HQ

BBB CORPORATION
FACILITY MANAGEMENT
BUSINESS CONTINUITY PLAN

Corporate Headquarters
9999 1st Street
Boston, Massachusetts

Issue Date: 22 December 2006

Keep 1 Copy of this Plan in Your Office and
1 Copy in the Trunk of Your Car

Sample BCP –Corporate HQ

This sample Plan addresses the resumption of critical Facility Management Functions at the fictitious BBB Corporate Headquarters at 9999 1st Street, Boston, MA. The type of facility is a Corporate Headquarters with multiple branches.

TABLE OF CONTENTS

SECTION 1: IMMEDIATE ACTIONS 1

1.1 If at the Workplace 1
1.2 If Away From the Workplace 1

SECTION 2: BUSINESS RESUMPTION PROCEDURES 2

2.0 Priority of Facility Management Resumption 2
2.1 Staffing and Communications 3
2.2 Site Safety and Security 3
2.3 Operations & Maintenance of Essential Building Systems 4
2.4 Pollution Control and Environmental Monitoring 4
2.5 Environmental, Health and Safety Reporting 5
2.6 Alternate Work Location Support 5
2.7 Site Damage Assessment and Recovery 6
2.8 Building Sanitation 6
2.9 Mail Services 6
2.10 Initiate Branch Office Support Contingencies 7
2.11 General Principles for Returning to Normal Operations 8

SECTION 3: INTERNAL COMMUNICATIONS 9

3.1 Crisis Hotlines and Key Contacts 9
3.2 FM Headquarters Department Contact List 9
3.3 Executive Team and Departmental Leads 10
3.4 Branch Office FM Supervisors 11

SECTION 4: EXTERNAL COMMUNICATIONS 12

4.1 Emergency Services 12
4.2 FM Contractors 12

SECTION 5: VITAL RECORDS 13

SECTION 6: CRITICAL SYSTEMS/APPLICATIONS 14

APPENDIX 1: EMERGENCY WORKSPACE REQUESTS 15

APPENDIX 2: DOCUMENT MANAGEMENT 16

Sample BCP –Corporate HQ

SECTION 1: IMMEDIATE ACTIONS

1.1 If at the Workplace

✓	Action	Responsibility
	1. In an emergency, follow the site's Emergency Action Plan. Follow directions of Floor Wardens and Emergency Response Team members. WHEN ADVANCE WARNING IS GIVEN AND IF CONDITIONS PERMIT, take critical work equipment to include laptops, VPN token, cell phone, and other vital work tools.	All
	2. Go to the department's designated Assembly Area and establish contact with building's Emergency Response Team to receive information updates.	All
	3. Inform safety personnel of any missing or injured persons.	FM Supervisors
	4. Notify off-site staff members of the situation and let them know that they will be contacted with further instructions.	FM Supervisors
	5. Instruct employees to remain at Assembly Areas until additional instructions are provided. Maintain a record of those employees that are released.	FM Supervisors
	6. Manage and monitor the performance of functions listed in Section 2.	FM Supervisors

1.2 If Away From the Workplace

✓	Action	Responsibility
	1. If you become aware that operations at the BBB Headquarters may have been impacted by a local or regional disaster, call the employee hotline at 866-555-1212 to obtain information about the event.	All FM Employees
	2. Contact appropriate Facility Management employees to inform them of the situation. Provide your contact information and establish a method of providing periodic updates to staff members.	All FM Supervisors and Managers
	3. Invoke procedures in Section 2 if critical functions have been disrupted or are expected to be disrupted.	All FM Supervisors and Managers

SECTION 2: BUSINESS RESUMPTION PROCEDURES

2.0 Priority of Facility Management Resumption

The following functions are in general order of priority. The FM Director may adjust the order of execution at the time of event.

✓	Function	Responsibility
	1. Staffing and Communications	(name) FM Director
	2. Site Safety and Security	(name) Facilities Safety and Security Mgr.
	3. Operations & Maintenance of Essential Building Systems	(name) FM Engineering
	4. Pollution Control and Environmental Monitoring	(name) EHS Specialist
	5. Environmental, Health and Safety Reporting	(name) EHS Specialist
	6. Alternate Work Location Support	(name) FM Director
	7. Site Damage Assessment and Recovery	(name) FM Director
	8. Building Sanitation	(name) FM Engineering
	9. Mail Services	(name) Mail Room Sup.
	10. Initiate Branch Office Support Contingencies	(name) FM Director
	11. General Principles for Returning to Normal Operations	All
	12. Department Contact List	

2.1 Staffing and Communications

✓	Resumption Tasks	Responsibility
	1. Assemble all available BBB HQ FM Staff. Assess the extent of damage to site operations. Evaluate staffing levels required to accomplish functions listed above (Section 2.0). Adjust staffing schedules as appropriate. Engage external support as required (See Section 4.2). Cease non-vital functions to free up staff, if necessary.	FM Director
	2. Contact essential service providers to determine availability or to request additional support. (Section 4.2) Contact alternate service providers if necessary.	
	3. If necessary, establish an off-site location from which FM operations will be managed, or use office space in an unaffected area of the building. Displace non-vital business functions if necessary. Re-route telephone numbers to the alternate site.	FM Director
	4. Inform all off-duty staff members of the situation and provide appropriate work instructions. Establish communications protocols to stay in contact with all staff members and to provide situation updates.	FM Director
	5. If appropriate, communicate with executive staff and department leads (Section 3.3) to provide basic situational information and instructions for receiving further updates. Assign the responsibility for periodic departmental communications to an FM staff member if appropriate.	FM Director
	6. Update the FM Hotline message on a periodic basis. To access FM Hotline, dial 888-555-1234; Press #; Enter code 9999 to change the message.	FM Director

2.2 Site Safety and Security

✓	Resumption Tasks	Responsibility
	1. Notify building occupants if safety and/or security systems have been disrupted (coordinate communications with FM Director). Provide interim safety/security instructions. Institute necessary work restrictions. Post access control personnel to prevent entry into hazardous or unauthorized areas.	Safety and Security Mgr.
	2. Ensure critical safety and security technologies are working (systems, video surveillance, badge readers); request technical support as necessary.	Safety and Security Mgr.
	3. Confirm that fire, security, and life safety monitoring capabilities are functioning properly and are manned by qualified personnel.	Safety and Security Mgr.

✓	Resumption Tasks	Responsibility
	4. Ensure personnel resources are available to provide necessary access control.	Safety and Security Mgr.
	5. Ensure safety programs are being adhered to throughout recovery activities.	Safety and Security Mgr.
	6. If necessary re-establish medical services at an off-site location, or engage contracted medical support.	Safety and Security Mgr.
	7. Initiate an incident log to track and record injuries and illnesses related to the event.	Safety and Security Mgr.
	8. Evaluate opportunities to adjust air handling and/or ventilation systems to improve air quality or to control the spread of contaminants.	Safety and Security Mgr.

2.3 Operations & Maintenance of Essential Building Systems

✓	Resumption Tasks	Responsibility
	1. Evaluate status of commercial power. Work with Electrical Contractor and Public Utilities to repair.	FM Engineering
	2. Monitor the emergency standby generator(s) for proper functionality, fuel levels, load capacity.	FM Engineering
	3. Monitor HVAC systems for proper functionality. Coordinate with the Safety and Security Manager on HVAC adjustments necessary to improve health conditions.	FM Engineering
	4. Validate that water, wastewater, and natural gas lines have not been damaged and are functioning properly.	FM Engineering
	5. Confirm that building systems are working properly in controlled environments (data centers, server rooms, PBXs, and clean rooms)	FM Engineering

2.4 Pollution Control and Environmental Monitoring

✓	Resumption Tasks	Responsibility
	1. Validate that air, water and solid/hazardous waste pollution control equipment and computer systems are functioning properly.	EHS Specialist
	2. If pollution control equipment is not functioning, coordinate with the appropriate department leader(s) to shutdown or alter manufacturing processes.	EHS Specialist
	3. Inspect chemical and hazardous materials storage locations to ensure that spills, discharges or emissions have not occurred.	EHS Specialist
	4. Notify proper agencies if monitoring lapses, permit violations, or reporting delays are anticipated.	EHS Specialist

2.5 Environmental, Health and Safety Reporting

✓	Resumption Tasks	Responsibility
	1. Issue communications if reporting process changes are necessary.	EHS Specialist
	2. Notify proper regulatory agencies if delays are anticipated	EHS Specialist
	3. Continue reporting as soon as possible.	EHS Specialist
	4. Save records or evidence that relates to unusual emissions or discharges.	EHS Specialist

2.6 Alternate Work Location Support

✓	Resumption Tasks	Responsibility
	1. If appropriate, coordinate with building tenants to assist with identifying and leasing/purchasing alternate workspace. To the extent possible, utilize unoccupied campus workspace. (This support is usually limited to internal employees, not 3rd party tenants.)	FM Director
	2. Distribute forms in Appendix 1 to collect required workspace and equipment information.	FM Director
	3. Identify a primary and an alternate contact for each tenant group or department. Communicate information about alternate workspace needs and relocation schedules with these contacts only.	FM Director
	4. Assist in coordinating transportation and access to the alternate work location.	FM Director
	5. Following workspace relocation, assign an FM staff member to monitor the group's needs, and to provide updates regarding the move back to the normal work location.	FM Director

2.7 Site Damage Assessment and Recovery

✓	Resumption Tasks	Responsibility
	1. Initiate a building damage assessment. Involve structural engineers and other contracted support as necessary.	FM Director
	2. Initiate damage reporting and cost tracking for damages associated with the event; assign staff member to manage the process. Coordinate with Risk Management-Insurance to ensure proper information is captured.	FM Director
	3. Establish an intake process to prioritize and assign staff to manage building problems. Establish a central contact for coordinating work with contractors.	FM Director
	4. Coordinate damage and repair work with the Safety and Security Manager.	FM Director

2.8 Building Sanitation

✓	Resumption Tasks	Responsibility
	1. Coordinate with the Safety and Security Manager to evaluate special sanitation/custodial needs in the building. Re-assign staff or contractors as needed.	FM Engineering
	2. Evaluate the need for PPE or special supplies.	FM Engineering
	3. In the event of communicable diseases, emphasize the sanitation of restrooms, cafeterias, training rooms, and other common areas.	FM Engineering

2.9 Mail Services

✓	Resumption Tasks	Responsibility
	1. Identify alternate site for mail collection and distribution. Notify USPS or other Couriers of alternate location.	Mail Room Supervisor
	2. Notify department leaders of alternate mail processing procedures/instructions.	Mail Room Supervisor
	3. As required by the nature of the event, initiate special mail handling procedures, such as— ♦ Use of PPE (protective gowns, rubber gloves, N95 masks, eye protection). ♦ Suspicious package identification, handling, and reporting. ♦ X-ray scanning	Mail Room Supervisor

2.10 Initiate Branch Office Support Contingencies

✓	Resumption Tasks	Responsibility
	1. Notify FM departments at all branch offices of limitations or changes in corporate FM support capabilities, or changes in other Corporate FM procedures that impact branch offices. BBB Corporate FM support to branch offices include the functions listed below:	
	2. Central security/fire/life safety monitoring and alarm response.	Safety and Security Mgr.
	3. Central monitoring of power and environmental conditions at data centers, server rooms, clean rooms, and other locations with sensitive equipment.	FM Engineering
	4. Facility trouble reports and maintenance or repair dispatching.	FM Engineering
	5. Liaison with commercial property agencies and/or landlords.	FM Director
	6. Real estate sales and leasing services.	FM Director
	7. Corporate EHS operations, expertise, data collection, and reporting.	EHS Specialist
	8. Site security and investigations staffing and operations.	Safety and Security Mgr.
	9. Employee communications (e.g., security alerts, facilities alerts, and travel advisories)	Safety and Security Mgr.
	10. Office furnishing, equipment, and hardware purchasing or leasing.	FM Director
	11. Centralized FM contractor management and oversight.	FM Director

2.11 General Principles for Returning to Normal Operations

✓	Resumption Tasks	Responsibility
	1. Follow a defined schedule to manage the return to normal operations. All staff members and impacted tenants, contractors, and others, should be aware of the schedule.	All
	2. Inform all branch offices of the return to normal schedule.	FM Director
	3. Be very deliberate about returning to normal operations to enable supervisors to verify that functions can be performed effectively. Avoid the temptation to rush the process in order to restore normalcy- missteps will cause confusion.	All
	4. Maintain elevated staffing levels while returning to normal operations; during the transition period the FM staff may be performing functions using both normal and alternate processes.	All
	5. Validate that systems are fully functional before ceasing manual contingencies.	All
	6. Communicate appropriately, internally and externally, when return-to-normal operations are complete.	FM Director
	7. Remind all FM employees to save hard copy records that are created during a system disruption. Records should be saved until data can be entered into appropriate systems.	All

SECTION 3: INTERNAL COMMUNICATIONS

3.1 Crisis Hotlines and Key Contacts

✓	Contact (Examples)	Telephone
	Building Access Control	888-555-1234
	Crisis Management Team	888-555-1234
	Employee Assistance Program (EAP) Hotline	888-555-1234
	Employee Emergency Hotline	888-555-1234
	Emergency Operations Center	888-555-1234
	Facility Management Hotline	888-555-1234
	Human Resources Hotline	888-555-1234
	Human Resources Benefits Hotline	888-555-1234
	IT Recovery Hotline	888-555-1234
	IT Helpdesk	888-555-1234
	Media Relations	888-555-1234
	Safety Hotline	888-555-1234
	Security Hotline	888-555-1234
	Telecommunications Support	888-555-1234
	Travel Hotline	888-555-1234
	Workers Compensation & Disability Hotline	888-555-1234

3.2 FM Headquarters Department Contact List

Name / Role	Office	Cell	Email
(name) FM Director	888-555-1234	888-555-1234	(email)
(name) Fac. Safety & Security Mgr.	888-555-1234	888-555-1234	(email)
(name) Facilities Engineering Sup.	888-555-1234	888-555-1234	(email)

(name) EHS Specialist	888-555-1234	888-555-1234	(email)
(name) Mail Room Supervisor	888-555-1234	888-555-1234	(email)

3.3 Executive Team and Departmental Leads

Department / Role	Name	Office	Cell	Home	Email
Executive Staff					
Executive Staff; CEO	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Executive Staff; COO	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Executive Staff; HR	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Executive Staff: CFO	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Executive Staff: CIO	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Department Leads					
Corporate Communications	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Legal	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Sales & Marketing	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Procurement	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Risk Management and Insurance	(name)	888-555-1234	888-555-1234	888-555-1234	(email)

Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Travel	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)

3.4 Branch Office FM Supervisors

Location	Name	Office	Cell	Home	Email
Billings	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Cedar Rapids	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Houston	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Los Angeles	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Miami	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Philadelphia	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email

SECTION 4: EXTERNAL COMMUNICATIONS

4.1 Emergency Services

Service	Telephone
Fire or Serious & Life Threatening Injuries	911
Police: Non-Emergency	888-555-1234
Major Area Hospitals	
General Hospital 1004 10th Street, Boston	888-555-1234
South Hospital 5000 Pine Ave, Boston	888-555-1234
Central Medical Center, 5225 Rte 10; Boston	888-555-1234

4.2 FM Contractors

Vendor	Contact Information
Access Control	24/7 emergency line, pager, email, cell phone.
Custodial services	24/7 emergency line, pager, email, cell phone.
Electrical	24/7 emergency line, pager, email, cell phone.
Food Services	24/7 emergency line, pager, email, cell phone.
HazMat Cleanup	24/7 emergency line, pager, email, cell phone.
HVAC Servicing	24/7 emergency line, pager, email, cell phone.
Mail/Courier Services	24/7 emergency line, pager, email, cell phone.
Office Equipment; Printers, Copiers, Fax, Computer Hardware	24/7 emergency line, pager, email, cell phone.
Plumbing	24/7 emergency line, pager, email, cell phone.
Records Archiving	24/7 emergency line, pager, email, cell phone.
Recovery Services	24/7 emergency line, pager, email, cell phone.
Security Services	24/7 emergency line, pager, email, cell phone.
Structural Engineering	24/7 emergency line, pager, email, cell phone.
Travel Security	24/7 emergency line, pager, email, cell phone.
Waste Disposal	24/7 emergency line, pager, email, cell phone.

SECTION 5: VITAL RECORDS

Document/Record	Location	Recovery Procedures
Branch Office Leases	Building, Room, File, and distinguishing file markings	Copies obtainable from Building Owner (Smith Group; 888-555-1234)
Building Lease Agreement	Building, Room, File, and distinguishing file markings	Copies obtainable from Building Owner (Smith Group; 888-555-1234)
Building System and Equipment Manuals	Building, Room, File, and distinguishing file markings	Copies obtainable from equipment suppliers.
Capital Asset Inventory	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
HazComm Books	Building, Room, File, and distinguishing file markings	MSDS Provider: SafePro; 888-555-1234
Insurance Records	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Lock Combinations for storage facilities	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Original Site Blueprints	Building, Room, File, and distinguishing file markings	Hard copies maintained by building architect. (AA Group. 888-555-1234).
OSHA 101 and 200 Records	Building, Room, File, and distinguishing file markings	Copies obtainable from OSHA.
Security Inspection Logs	Building, Room, File, and distinguishing file markings	No copies off-site.
Security Surveillance Tapes	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Utility As-Built Schematics	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Vehicle Pool Keys	Building, Room, File, and distinguishing file markings	Originals maintained by leasing agency (USA Leasing: 888-555-1234; contract #: 93847506)

SECTION 6: CRITICAL SYSTEMS/APPLICATIONS

Application	Back-Up / Recovery	RTO
Building Access System	Backed Up at Alternate Data Center	1 hr.
Building Systems Application	Backed Up at Alternate Data Center	1 hr.
CAD System	Local servers backed up on CD bi-weekly; CDs stored off-site.	24 hrs.
EHS Records System	Incremental back-ups nightly; Full Back-ups weekly (Sunday AM); Tapes stored off-site.	24 hrs.
Security Inspection System	Local servers backed up on CD bi-weekly; CDs stored off-site.	24 hrs.

Contact Tier 2 IT Support Hotline in the event of a system failure or to request recovery support. (800-555-1234)

APPENDIX 1: EMERGENCY WORKSPACE REQUESTS

Workspace and Equipment Request		
Individual Making Request		
Department/Location		
Contact Information	Phone	
	Cell	
	Email	
	Alternate Contact	
Date/Time Request Submitted		

Workspace and Equipment		
Space or Equipment Requested	**Quantity**	**Specifications / Notes**
Individual Workstations		
Computers		
Telephones		
Faxes		
Copiers		
Other:		
Other:		
Other:		

Special Access and/or Security Needs:

Notes:

APPENDIX 2: DOCUMENT MANAGEMENT

CHANGE RECORD

Section	Last Update	Change Made By
Original Plan	12/22/2006	Jane Doe

PLAN-HOLDERS

Name	Date Issued	Last Revision
All FM Managers	12/22/2006	1.0

Appendix 4: Sample BCP – International Operations

CCC CORP. INTERNATIONAL FACILITY MANAGEMENT
BUSINESS CONTINUITY PLAN

Headquarters; International Operations

3600 7th Ave
New York, NY

Issue Date: 22 December 2006

Keep 1 Copy of this Plan in Your Office and
1 Copy in the Trunk of Your Car

Sample BCP – International Operations

This sample BC Plan addresses the resumption of critical Facility Management Functions at the fictitious CCC Corp. International Corporate Headquarters at 3600 7th Avenue in New York, NY. The type of facility is a Corporate Headquarters with international operations.

TABLE OF CONTENTS

SECTION 1: IMMEDIATE ACTIONS 1

1.1 If at the Workplace 1
1.2 If Away From the Workplace 1

SECTION 2: BUSINESS RESUMPTION PROCEDURES 2

2.0 Priority of Facility Management Resumption 2
2.1 Staffing and Communications 3
2.2 Site Safety and Security 4
2.3 Operations & Maintenance of Essential Building Systems 4
2.4 Pollution Control and Environmental Monitoring 5
2.5 Environmental, Health and Safety Reporting 5
2.6 Alternate Work Location Support 5
2.7 Site Damage Assessment and Recovery 6
2.8 Building Sanitation 6
2.9 Mail Services 7
2.10 International Site Support Contingencies 7
2.11 Infrastructure Restoration Support 8
2.12 Risk Management Support 8
2.13 FM Supply Chain 9
2.14 General Principles for Returning to Normal Operations 9

SECTION 3: INTERNAL COMMUNICATIONS 11

3.1 Crisis Hotlines and Key Contacts 11
3.2 FM Department Contact List 11
3.3 Executive Team and Departmental Leads 12
3.4 International FM Supervisors 13

SECTION 4: EXTERNAL COMMUNICATIONS 14

4.1 Emergency Services 14
4.2 FM Contractors (Local and International) 14

SECTION 5: VITAL RECORDS 16

SECTION 6: CRITICAL SYSTEMS/APPLICATIONS 17

APPENDIX 1: EMERGENCY WORKSPACE REQUESTS 18

APPENDIX 2: DOCUMENT MANAGEMENT 19

Sample BCP – International Operations

SECTION 1: IMMEDIATE ACTIONS

1.1 If at the Workplace

✓	Action	Responsibility
	1. In an emergency, follow the site's Emergency Action Plan. Follow directions of Floor Wardens and Emergency Response Team members. WHEN ADVANCE WARNING IS GIVEN AND IF CONDITIONS PERMIT, take critical work equipment to include laptops, VPN token, cell phone, and other vital work tools.	All
	2. Go to the department's designated Assembly Area and establish contact with building's Emergency Response Team to receive information updates.	All
	3. Inform safety personnel of any missing or injured persons.	FM Supervisors
	4. Notify off-site staff members of the situation and let them know that they will be contacted with further instructions.	FM Supervisors
	5. Instruct employees to remain at Assembly Areas until additional instructions are provided. Maintain a record of those employees that are released.	FM Supervisors
	6. Manage and monitor the performance of functions listed in Section 2.	FM Supervisors

1.2 If Away From the Workplace

✓	Action	Responsibility
	1. If you become aware that operations at the CCC Corp. Headquarters may have been impacted by a local or regional disaster, call the employee hotline at 866-555-1212 to obtain information about the event.	All FM Employees
	2. Contact appropriate Facility Management employees to inform them of the situation. Provide your contact information and establish a method of providing periodic updates to staff members.	All FM Supervisors and Managers
	3. Invoke procedures in Section 2 if critical functions have been disrupted or are expected to be disrupted.	All FM Supervisors and Managers

SECTION 2: BUSINESS RESUMPTION PROCEDURES

2.0 Priority of Facility Management Resumption

The following functions are in general order of priority. The FM Director may adjust the order of execution at the time of event.

✓	Function	Responsibility
	1. Staffing and Communications	(name) FM Director
	2. Site Safety and Security	(name) Facilities Safety and Security Mgr.
	3. Operations & Maintenance of Essential Building Systems	(name) FM Engineer
	4. Pollution Control and Environmental Monitoring	(name) EHS Specialist
	5. Environmental, Health and Safety Reporting	(name) EHS Specialist
	6. Alternate Work Location Support	(name) FM Director
	7. Site Damage Assessment and Recovery	(name) FM Director
	8. Building Sanitation	(name) FM Engineer
	9. Mail Services	(name) Mail Room Sup.
	10. Initiate International Site Support Contingencies	(name) FM Director
	11. Infrastructure Restoration Support	(name) FM Director
	12. Risk Management Support	(name) FM Director
	13. Supply Chain	(name) FM Director
	14. General Principles for Returning to Normal Operations	All
	15. Department Contact List	

2.1 Staffing and Communications

✓	Resumption Tasks	Responsibility
	1. Assemble all available CCC Corp. FM Staff. Assess the extent of damage to site operations. Evaluate staffing levels required to accomplish functions listed above (Section 2.0). Adjust staffing schedules as appropriate. Engage external support as required (See Section 4.2). Cease non-vital functions to free up staff, if necessary.	FM Director
	2. Establish contact with corporate executive leadership. Establish a schedule for communicating with the executive team and staying appraised of strategic decisions.	
	3. Contact essential service providers to determine availability or to request additional support. (Section 4.2) Contact alternate service providers if necessary.	
	4. If necessary, establish an off-site location from which FM operations will be managed, or use office space in an unaffected area of the building. Displace non-vital business functions if necessary. Re-route telephone numbers to the alternate site.	FM Director
	5. Inform all off-duty staff members of the situation and provide appropriate work instructions. Establish communications protocols to stay in contact with all staff members and to provide situation updates.	FM Director
	6. If appropriate, communicate with executive staff and department leads (Section 3.3) to provide basic situational information and instructions for receiving further updates. Assign the responsibility for periodic departmental communications to an FM staff member if appropriate.	FM Director
	7. Notify International Site FM Managers of the situation. As soon as possible, provide them with alternate communications methods if primary methods are disrupted. Address support contingencies listed in Section 2.10.	FM Director
	8. Update the FM Hotline message on a periodic basis. To access FM Hotline, dial 888-555-1234; Press #; Enter code 9999 to change the message.	FM Director

2.2 Site Safety and Security

✓	Resumption Tasks	Responsibility
	1. Notify building occupants if safety and/or security systems have been disrupted (coordinate communications with FM Director). Provide interim safety/security instructions. Institute necessary work restrictions. Post access control personnel to prevent entry into hazardous or unauthorized areas.	Safety and Security Mgr.
	2. Ensure critical safety and security technologies are working (systems, video surveillance, badge readers); request technical support as necessary.	Safety and Security Mgr.
	3. Confirm that fire, security, and life safety monitoring capabilities are functioning properly and are manned by qualified personnel.	Safety and Security Mgr.
	4. Ensure personnel resources are available to provide necessary access control.	Safety and Security Mgr.
	5. Ensure safety programs are being adhered to throughout recovery activities.	Safety and Security Mgr.
	6. If necessary re-establish medical services at an off-site location, or engage contracted medical support.	Safety and Security Mgr.
	7. Initiate an incident log to track and record injuries and illnesses related to the event.	Safety and Security Mgr.
	8. Evaluate opportunities to adjust air handling and/or ventilation systems to improve air quality or to control the spread of contaminants.	Safety and Security Mgr.

2.3 Operations & Maintenance of Essential Building Systems

✓	Resumption Tasks	Responsibility
	1. Evaluate status of commercial power. Work with Electrical Contractor and Public Utilities to repair.	FM Engineer
	2. Monitor the emergency standby generator(s) for proper functionality, fuel levels, load capacity)	FM Engineer
	3. Monitor HVAC systems for proper functionality. Coordinate with the Safety and Security Manager on HVAC adjustments necessary to improve health conditions.	FM Engineer
	4. Validate that water, wastewater, and natural gas lines have not been damaged and are functioning properly.	FM Engineer
	5. Confirm that building systems are working properly in controlled environments (data centers, server rooms, PBXs, clean rooms)	FM Engineer

2.4 Pollution Control and Environmental Monitoring

✓	Resumption Tasks	Responsibility
	1. Validate that air, water and solid/hazardous waste pollution control equipment and computer systems are functioning properly.	EHS Specialist
	2. If pollution control equipment is not functioning, coordinate with the appropriate department leader(s) to shutdown or alter manufacturing processes.	EHS Specialist
	3. Inspect chemical and hazardous materials storage locations to ensure that spills, discharges or emissions have not occurred.	EHS Specialist
	4. Notify proper agencies if monitoring lapses, permit violations, or reporting delays are anticipated.	EHS Specialist

2.5 Environmental, Health and Safety Reporting

✓	Resumption Tasks	Responsibility
	1. Issue communications if reporting process changes are necessary.	EHS Specialist
	2. Notify proper regulatory agencies if delays are anticipated	EHS Specialist
	3. Continue reporting as soon as possible.	EHS Specialist
	4. Save records or evidence that relates to unusual emissions or discharges.	EHS Specialist

2.6 Alternate Work Location Support

✓	Resumption Tasks	Responsibility
	1. If appropriate, coordinate with building tenants to assist with identifying and leasing/purchasing alternate workspace. To the extent possible, utilize unoccupied campus workspace. (This support is usually limited to internal employees, not 3rd party tenants.)	FM Director
	2. Distribute forms in Appendix 1 to collect required workspace and equipment information.	FM Director
	3. Identify a primary and an alternate contact for each tenant group or department. Communicate information about alternate workspace needs and relocation schedules with these contacts only.	FM Director

✓	Resumption Tasks	Responsibility
	4. Assist in coordinating transportation and access to the alternate work location.	FM Director
	5. Following workspace relocation, assign an FM staff member to monitor the group's needs, and to provide updates regarding the move back to the normal work location.	FM Director

2.7 Site Damage Assessment and Recovery

✓	Resumption Tasks	Responsibility
	1. Initiate a building damage assessment. Involve structural engineers and other contracted support as necessary.	FM Director
	2. Initiate damage reporting and cost tracking for damages associated with the event; assign staff member to manage the process. Coordinate with Risk Management-Insurance to ensure proper information is captured.	FM Director
	3. Establish intake process to prioritize and assign staff to manage building problems. Establish a central contact for coordinating work with contractors.	FM Director
	4. Coordinate damage and repair work with Safety and Security Manager.	FM Director

2.8 Building Sanitation

✓	Resumption Tasks	Responsibility
	1. Coordinate with the Safety and Security Manager to evaluate special sanitation/custodial needs in the building. Re-assign staff or contractors as needed.	FM Engineer
	2. Evaluate the need for PPE or special supplies.	FM Engineer
	3. In the event of communicable diseases, emphasize the sanitation of restrooms, cafeterias, training rooms, and other common areas.	FM Engineer

2.9 Mail Services

✓	Resumption Tasks	Responsibility
	1. Identify alternate site for mail collection and distribution. Notify USPS or other Couriers of alternate location.	Mail Room Supervisor
	2. Notify department leaders of alternate mail processing procedures/instructions.	Mail Room Supervisor
	3. As required by the nature of the event, initiate special mail handling procedures, such as— ♦ Use of PPE (protective gowns, rubber gloves, N95 masks, eye protection). ♦ Suspicious package identification, handling, and reporting. ♦ X-Ray scanning.	Mail Room Supervisor

2.10 International Site Support Contingencies

✓	Resumption Tasks	Responsibility
	1. Notify FM departments at international sites of limitations or changes in corporate FM support capabilities, or changes in other Corporate FM procedures that impact international offices. CCC Corp. FM support to international offices include the functions listed below:	
	2. Managing employee communications (e.g., security alerts, safety alerts, facilities alerts, and travel advisories)	Security Mgr.
	3. Coordination of emergency response and restoration services.	Security Mgr.
	4. Coordination of employee extraction services for international travelers in hazardous locations.	Security Mgr.
	5. Central security monitoring and alarm response.	Security Mgr.
	6. Central monitoring of power and environmental conditions at data centers, server rooms, clean rooms, and other locations with sensitive equipment.	FM Engineering
	7. Facility trouble reports and maintenance or repair dispatching.	FM Engineer
	8. Liaison with commercial property agencies and/or landlords.	FM Director
	9. Real estate sales and leasing services.	FM Director
	10. Corporate EHS operations, expertise, data collection, and reporting.	EHS Specialist

✓	Resumption Tasks	Responsibility
	11. Site security and investigations staffing and operations.	Security Mgr.
	12. Office furnishing, equipment, and hardware purchasing or leasing.	FM Director
	13. Centralized FM contractor management and oversight.	FM Director

2.11 Infrastructure Restoration Support

✓	Resumption Tasks	Responsibility
	1. IT: In the event of damages to the information technologies Data Center or network, coordinate with IT staff to obtain restoration priorities or to assist with identifying options for contracting 3rd party services.	FM Contracting and Procurement Manager
	2. Telecommunications: In the event of damage to telecommunications equipment and/or network, coordinate with the Telecommunications staff and vendor to identify restoration options and to identify mutually acceptable recovery priorities.	FM Contracting and Procurement Manager
	3. Hardware & Equipment Procurement: Coordinate with IT and/or Telecommunications department leads to evaluate and prioritize hardware replacement requirements.	FM Contracting and Procurement Manager
	4. Provide safety and security services as required.	Safety and Security Manager

2.12 Risk Management Support

✓	Resumption Tasks	Responsibility
	1. Establish and communicate corporate requirements for damage cost tracking. Tracked items may include: ♦ Overtime ♦ Contracted labor ♦ Equipment Repair or Replacement ♦ Travel and Expenses	FM Procurement and Contracting

✓	Resumption Tasks	Responsibility
	Establish criteria for assessing and documenting equipment and or structural damages. Include requirements for documentation: ♦ Pictorial records ♦ Video records ♦ Employee statements ♦ Salvaged equipment storage ♦ Structural engineer involvement ♦ Other documentation	FM Procurement and Contracting
	2. Establish and communicate requirements for damage cost tracking and reporting.	FM Procurement and Contracting

2.13 FM Supply Chain

✓	Resumption Tasks	Responsibility
	1. Evaluate emergency stocks and other warehoused equipment and supplies. Forecast potential shortages and adjust orders as necessary. Identify alternate suppliers as necessary.	FM Procurement and Contracting
	2. Contact shipping and transportation services to evaluate disruptions, if any. Identify alternate transportation services and establish contracts as required.	FM Procurement and Contracting
	3. Determine if border closings or transportation restrictions may impact shipment and/or delivery of FM supplies and equipment.	FM Procurement and Contracting

2.14 General Principles for Returning to Normal Operations

✓	Resumption Tasks	Responsibility
	1. Follow a defined schedule to manage the return to normal operations. All staff members and impacted tenants, contractors, and others, should be aware of the schedule.	All
	2. Be very deliberate about returning to normal operations to enable supervisors to verify that functions can be performed effectively. Avoid the temptation to rush the process in order to restore normalcy; missteps will cause confusion.	All

✓	Resumption Tasks	Responsibility
	3. Maintain elevated staffing levels while returning to normal operations; during the transition period the FM staff may be performing functions using both normal and alternate processes.	All
	4. Validate that systems are fully functional before ceasing manual contingencies.	All
	5. Ensure to communicate appropriately, internally and externally, when return-to-normal operations are complete.	All
	6. Remind all FM employees to save hard copy records that are created during a system disruption. Records should be saved until data can be entered into appropriate systems.	All

SECTION 3: INTERNAL COMMUNICATIONS

3.1 Crisis Hotlines and Key Contacts

✓	Contact (Examples)	Telephone
	Building Access Control	888-555-1234
	Crisis Management Team	888-555-1234
	Employee Assistance Program (EAP) Hotline	888-555-1234
	Employee Emergency Hotline	888-555-1234
	Emergency Operations Center	888-555-1234
	Facility Management Hotline	888-555-1234
	Human Resources Hotline	888-555-1234
	Human Resources Benefits Hotline	888-555-1234
	IT Recovery Hotline	888-555-1234
	IT Helpdesk	888-555-1234
	Media Relations	888-555-1234
	Safety Hotline	888-555-1234
	Security Hotline	888-555-1234
	Telecommunications Support	888-555-1234
	Travel Hotline	888-555-1234
	Workers Compensation & Disability Hotline	888-555-1234

3.2 FM Department Contact List

Name / Role	Office	Cell	Email
(name) FM Director	888-555-1234	888-555-1234	(email)
(name) Contracting & Procurement Manager	888-555-1234	888-555-1234	(email)
(name) Custodial Services Supervisor	888-555-1234	888-555-1234	(email)

(name) Fac. Safety & Security Manager	888-555-1234	888-555-1234	(email)
(name) Facilities Engineering Supervisor	888-555-1234	888-555-1234	(email)
(name) EHS Manager	888-555-1234	888-555-1234	(email)
(name) Mail Room Supervisor	888-555-1234	888-555-1234	(email)

3.3 Executive Team and Departmental Leads

Department / Role	Name	Office	Cell	Home	Email
Executive Staff					
Executive Staff; CEO	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Executive Staff; COO	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Executive Staff; HR	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Executive Staff: CFO	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Executive Staff: CIO	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Department Leads					
Corporate Communications	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Legal	(name)	888-555-1234	888-555-1234	888-555-1234	(email)

Department / Role	Name	Office	Cell	Home	Email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Sales & Marketing	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Procurement	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Risk Management and Insurance	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Travel	(name)	888-555-1234	888-555-1234	888-555-1234	(email)
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	(email)

3.4 International FM Supervisors

Location	Name	Office	Cell	Home	Email
Amsterdam	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Beijing	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Mexico City	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Munich	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Paris	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email
Sydney	(name)	888-555-1234	888-555-1234	888-555-1234	email
Alternate	(name)	888-555-1234	888-555-1234	888-555-1234	email

SECTION 4: EXTERNAL COMMUNICATIONS

4.1 Emergency Services

Service	Telephone
Fire or Serious & Life Threatening Injuries	911
Police: Non-Emergency	888-555-1234
Major Area Hospitals	
General Hospital 1004 10th Street, Boston	888-555-1234
South Hospital 5000 Pine Ave, Boston	888-555-1234
Central Medical Center, 5225 Rte 10; Boston	888-555-1234

4.2 FM Contractors (Local and International)

Vendor	Contact Information
Access Control	24/7 emergency line, pager, email, cell phone.
Custodial services	24/7 emergency line, pager, email, cell phone.
Electrical	24/7 emergency line, pager, email, cell phone.
Emergency Response Services (International)	24/7 emergency line, pager, email, cell phone.
Food Services	24/7 emergency line, pager, email, cell phone.
HazMat Cleanup	24/7 emergency line, pager, email, cell phone.
HVAC Servicing	24/7 emergency line, pager, email, cell phone.
Mail/Courier Services (U.S. & International)	24/7 emergency line, pager, email, cell phone.
Office Equipment; Printers, Copiers, Fax, Computer Hardware	24/7 emergency line, pager, email, cell phone.
Plumbing	24/7 emergency line, pager, email, cell phone.
Records Archiving (U.S. & International)	24/7 emergency line, pager, email, cell phone.
Recovery & Restoration Services (U.S. & International)	24/7 emergency line, pager, email, cell phone.
Security Services	24/7 emergency line, pager, email, cell phone.
Structural Engineering	24/7 emergency line, pager, email, cell phone.

Vendor	Contact Information
Travel Security and Emergency Services (International)	24/7 emergency line, pager, email, cell phone.
Waste Disposal	24/7 emergency line, pager, email, cell phone.

SECTION 5: VITAL RECORDS

Document/Record	Location	Recovery Procedures
Building Lease Agreement	Building, Room, File, and distinguishing file markings	Copies obtainable from Building Owner (Smith Group; 888-555-1234)
Building System and Equipment Manuals	Building, Room, File, and distinguishing file markings	Copies obtainable from equipment suppliers.
Capital Asset Inventory	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
HazComm Books	Building, Room, File, and distinguishing file markings	MSDS Provider: SafePro; 888-555-1234
Insurance Records	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Lock Combinations for storage facilities	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Original Site Blueprints	Building, Room, File, and distinguishing file markings	Hard copies maintained by building architect. (AA Group. 888-555-1234).
OSHA 101 and 200 Archives	Building, Room, File, and distinguishing file markings	Copies obtainable from OSHA.
Security Inspection Logs	Building, Room, File, and distinguishing file markings	No copies off-site.
Security Surveillance Tapes	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Utility Schematics	Building, Room, File, and distinguishing file markings	Records archived off-site. See Contractor/Vendor contacts.
Vehicle Pool Keys	Building, Room, File, and distinguishing file markings	Originals maintained by leasing agency (USA Leasing: 888-555-1234; contract #: 93847506)

SECTION 6: CRITICAL SYSTEMS/APPLICATIONS

Application	Back-Up / Recovery	RTO
Building Access System	Backed Up at Alternate Data Center	1 hr.
Building Systems Application	Backed Up at Alternate Data Center	1 hr.
CAD System	Local servers backed up on CD bi-weekly; CDs stored off-site.	24 hrs.
EHS Records System	Incremental back-ups nightly; Full Back-ups weekly (Sunday AM); Tapes stored off-site.	24 hrs.
Security Inspection System	Local servers backed up on CD bi-weekly; CDs stored off-site.	24 hrs.

Contact Tier 2 IT Support Hotline in the event of a system failure or to request recovery support. (800-555-1234)

APPENDIX 1: EMERGENCY WORKSPACE REQUESTS

Workspace and Equipment Request		
Individual Making Request		
Department/Location		
Contact Information	Phone	
	Cell	
	Email	
	Alternate Contact	
Date/Time Request Submitted		

Workspace and Equipment		
Space or Equipment Requested	**Quantity**	**Specifications / Notes**
Individual Workstations		
Computers		
Telephones		
Faxes		
Copiers		
Other:		
Other:		
Other:		
Special Access and/or Security Needs:		
Notes:		

APPENDIX 2: DOCUMENT MANAGEMENT

CHANGE RECORD

Section	Last Update	Change Made By
Original Plan	12/22/2006	Jane Doe

PLAN-HOLDERS

Name	Date Issued	Last Revision
All FM Managers	12/22/2006	1.0