



Appendix C: Courses of Action

Reflecting on the questions below can help you anticipate issues that may arise because of a disaster (some questions may not apply to your business). The answers you provide will help you determine what courses of action you may need to take to minimize disruption to your operations.

- Are there features of your business processes or building that would make it difficult to relocate temporarily to another location?
 - Can business operations be moved to another facility used by the business?
 - Is there a similar facility operated by another entity with which your business could establish a mutual aid agreement?
 - Can any work be temporarily outsourced?
 - Can production lines be adjusted or duplicated?
- If business functions are interdependent, what is the weakest link? How can that function be reinforced to reduce the likelihood of failure?
- Approximately how much raw material and finished product does your business have on hand, and can it be increased?
 - Would additional storage capacity be needed? Could it be sited in a different location to reduce the likelihood of both facilities being impacted by a disaster?
 - What elements (specific materials, equipment, etc.) would influence your ability to continue production, and can redundancies be introduced?
 - If the business has perishable stock, is back-up power available, or can perishable items be moved to another storage location?
 - Would it be possible to install a generator at your facility?



- Are shut down and startup plans for equipment, computer systems, or utility systems documented and clearly labeled?
 - Can equipment be repaired by employees?
 - Are there service or maintenance plans to use if equipment goes offline?
 - Can shutdown procedures be practiced as part of a drill or exercise?
- Does the business have a security system in case the facility is inaccessible after a disaster?

2. KNOW YOUR OPERATIONS



USE THIS FORM TO DOCUMENT KEY BUSINESS FUNCTIONS AND PROCESSES CRITICAL TO THE SURVIVAL OF YOUR BUSINESS.

BUSINESS FUNCTION:

Recovery Priority: Extremely High High Medium Low

Responsible Employee: _____

Alternate Employee: _____

Training required for alternate employee: _____

Timeframe or Deadline: _____

Obligation: None Legal Contractual Regulatory Financial

Money lost (or fines imposed) if not done: _____

Who performs this function?
(List all that apply)

Employees: _____

Suppliers/vendors: _____

Key contacts: _____

(For additional space, use the Notes area below)

What is needed to perform this
function? (List all that apply)

Equipment: _____

Special Reports/Supplies: _____

Dependencies: _____

(For additional space, use the Notes area below)

Who helps perform this
function? (List all that apply)

Employees: _____

Suppliers/vendors: _____

Key contacts: _____

(For additional space, use the Notes area below)

Who uses the output from this
function? (List all that apply)

Employees: _____

Suppliers/Vendors: _____

Key Contacts: _____

(For additional space, use the Notes area below)

Brief description of how to complete this function:

Workaround Methods: (Consider temporary/manual processes that can be implemented until a permanent solution is available. Document detailed procedures for these workarounds, including any additional resources required, in a separate document.)

Notes:

Last Updated: _____

Next Update: _____



Appendix A: Inventory and Equipment

Use this form to document key equipment, machinery, supplies, and other items you will need to fulfill your critical business functions. Attach photos as appropriate.

Item: _____

Related business function: _____

Brief description of item: _____

Location within the facility: _____

Manufacturer: _____

Model number: _____

Serial number: _____

Asset tag number: _____

Quantity: _____ Purchase/lease date: _____ Acquired new or used:

Price paid: _____

Warranty or service contract information: _____

If the equipment is replaceable, indicate how long it would take to replace: _____

Is vendor installation required? _____

If the equipment can be fixed, indicate how long it would take to become functional? _____

Are spare parts available? _____

Are spare parts on hand in your facility? _____

Primary supplier: _____

Alternate supplier: _____

If the equipment cannot be easily replaced, indicate potential workarounds: _____

Notes: _____



3. KNOW YOUR EMPLOYEES

USE THIS FORM TO RECORD INFORMATION ABOUT ALL EMPLOYEES, INCLUDING THE BUSINESS OWNER, SO THAT EACH PERSON CAN BE CONTACTED AT ANY TIME.

EMPLOYEE NAME:

Position/title:

Key Responsibilities:

Alternative Employee Who Can Perform Duties:

Home address:

City, State, ZIP:

Office phone:

Ext.

Alternate phone:

Home phone:

Mobile phone:

Office e-mail:

Personal e-mail:

Special needs:

Certifications:

First Aid Emergency Medical Technician (EMT) CPR Ham Radio

Other: Special licenses:

Evacuation Information

County:

Evacuation Zone:

Evacuation Destination:

Local Emergency Contact

Full name:

Relationship:

Home phone:

Mobile Phone:

E-mail:

Out of State Emergency Contact

Full name:

Relationship:

Home phone:

Mobile Phone:

E-mail:

Notes:

Last Updated:

Next Update:

8. KNOW YOUR FINANCES



USE THIS CHECKLIST TO CONSIDER AND PLAN FOR YOUR BUSINESS'S FINANCIAL NEEDS IN THE EVENT OF A DISRUPTION.

OVERALL BUSINESS NEEDS

1. Have you worked with your bank to set up a line of credit for your company? Yes No
 - a. Who is responsible to activate it and who has access to it?

2. How much of an emergency reserve fund would be needed to survive a 3-day, 5-day, 10-day, or longer shutdown?
 - a. For what purpose is the emergency reserve fund needed?

 - b. Who would make the decision to utilize the emergency reserve fund?

 - c. Who would have access to the emergency reserve fund?

3. Do you have sufficient funds to pay for various additional services that might be needed, such as janitorial or security services? Yes No

4. Do you have a company credit card that could be used for emergency purchases? Yes No
 - a. If **Yes**, who is authorized to use the credit card?

5. Will you be able to continue to accept payments from customers/accounts receivable? (Consider setting up large customers on EFT in order for money to be deposited into account.)
 Yes No

6. Will you be able to pay your bills/accounts payable? Yes No
 - a. Do you have procedures in place to accommodate a business disruption? (For instance, paying bills early if cash flow allows in order to eliminate costly late fees.) Yes No

 - b. Do you have procedures in place to accommodate a business disruption? Yes No

7. Have you identified an alternate location where you can work? Yes No

Last Updated: _____

Next Update: _____



8. KNOW YOUR FINANCES

HUMAN RESOURCES

1. In the event of a widespread disaster, how will payroll be handled?

2. If your business is forced to shut down temporarily, will some or all employees continue to be paid? Yes No
 - If **Yes**
 - a. For how long?

 - b. Will they be able to use their sick and/or vacation time without restriction?

 - c. Are there union considerations?

 - d. Have your employees been made aware of policies that will be in place during a disruption?

3. If banks are closed, will your business provide payroll-cashing services? Yes No

4. What is your business policy on advances, check cashing, and employee loans?

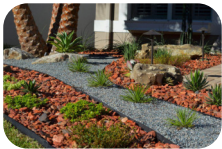
5. Will your employees be expected to work overtime? Yes No

POSSIBLE MITIGATION ACTIVITIES

Low-Cost



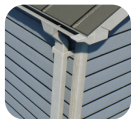
Remove all vegetation and groundcover within the first 5 ft. Removing fuel sources within the first 5 ft of your building's exterior walls can decrease risk of ignition and flames spreading to your building. **1**



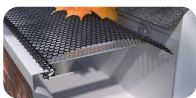
Choose fire-resistant landscaping Selecting fire-resistant plants, adding firebreaks, and creating space between vegetation can minimize the spread of fire on your property. **2**



Install ember resistant vents Covering vents with at least 1/8 inch metal mesh can help prevent embers from entering and igniting a structure. **3**



Incorporate non-combustible gutters and downspouts Replace plastic gutters and downspouts with fire-resistant materials such as steel, copper, or aluminum to reduce potential fire damage. **4**



Cover gutters Placing covers over your gutters can reduce the accumulation of leaves and debris to reduce the risk of spreading embers in the event of a fire. This also makes clearing and maintaining these areas easier. **5**

Mid-Cost



Create 6 inches of vertical clearance between the ground and structure siding

Having non-combustible materials such as brick, stone, or fiber-cement 6 vertical inches from the ground can help prevent embers from igniting exterior walls. **6**



Install non-combustible fencing Updating wooden fences or gates with fire-resistant materials such as metal or masonry can protect your property from spreading fire as well as reduce the risk of fire damage. **7**



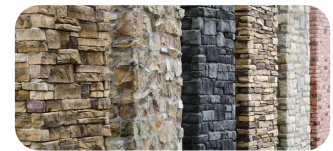
Incorporate non-combustible exterior doors Replacing exterior doors with non-combustible materials such as metal or fiberglass can help prevent fire from spreading to the interior of the building. **8**

High-Cost



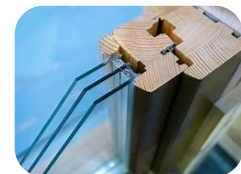
Install fire-resistant roofing material

Using Class A fire-resistant roofing materials such as asphalt shingles, clay tiles, or metal roofing can help protect your building from fire damage. **9**



Use non-combustible materials for exterior walls

Using non-combustible materials around the exterior of your building such as fiber-cement, stucco, stone, or brick can reduce the risk of ember ignition and fire damage. **10**



Install dual or multi-pane windows Installing fire-resistant windows such as dual or multi-pane tempered glass can prevent fire from spreading into the interior of the building. **11**



Install exterior sprinkler systems Adding exterior sprinkler systems programed to keep your property wet in the event of a wildfire can reduce potential fire damage. **12**

Picture credit:

1- IBHS 3- Vulcan Vent 5- Philips Home Improvement 7- External Works 9- Zinc Roofing & Cladding 11- Atlantic Window Warehouse
2- Remoov 4- IBHS 6- IBHS 8- USA Fire Door 10- Quality Stucco & Stone 12- Blaze Control Bushfire Sprinkler Systems