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Community Continuity and Resilience Manual

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MANUAL FOR COMMUNITY CONTINUITY AND RESILIENCE WORKSHOPS IN LOUISIANA

Provided by UNO-CHART

CENTER FOR HAZARDS ASSESSMENT
RESPONSE AND TECHNOLOGY
University of New Orleans

About UNO-CHART

The University of New Orleans' Center for Hazards Assessment, Response and Technology (UNO-CHART) is an applied social science research center comprised of faculty, research associates, and graduate research assistants. Our team members represent sociology, planning, urban studies, political science, fine arts, public administration, and engineering sciences. Founded in 2001, UNO-CHART focuses on: hazards research, mitigation, coastal restoration, community education, outreach, and capacity building. UNO-CHART examines the ways in which Louisiana communities prepare for and respond to the inherent risks associated with the Gulf Coast region.

UNO-CHART strives to provide the most up-to-date information and educational resources by partnering with local communities to support their efforts in increasing safety and resilience. We collaborate with stakeholders to learn best practices; provide accessible literature; offer workshops to inform citizens, business owners, non-profit organizations, and elected officials; and encourage open dialogue with local citizens on hazard mitigation.

UNO-CHART's Continuity Planning for Community Organizations Project

Funded by FEMA through GOHSEP, UNO-CHART is implementing mitigation outreach and education projects intended to inform citizens, business owners, non-profit organizations, faith-based organizations, and local officials about the risks to which they are vulnerable, and ways in which those risks can be reduced through multiple mitigation methods. The education and outreach for these projects reaches a variety of communities, from decision makers to the most vulnerable populations.

The continuity planning for community organizations project works towards increasing the overall awareness of our ability to address potential disasters before they happen. Relying on national best practices and information gathered from stakeholder focus groups, the project team held community continuity workshops that focused on mitigation, risk assessment, identification of resources, communications, information technology, and other important topics for community resilience. Workshops were conducted throughout the state of Louisiana. The project team also continues to review and provide feedback on multiple participant continuity plans. This manual is the end result of those workshops, and it allows others to conduct the initial community continuity and resilience training.

Table of Contents

Background: What are the Issues of Community Continuity?

by Tara Lambeth, Pamela Jenkins, and Monica Farris

Introduction

Community continuity helps communities so that they can more effectively become resilient from a disaster or other hazardous events. **Continuity planning** occurs when community organizations plan to successfully recover from these events.

Communities that have continuity have the following characteristics: they plan and participate, protect vulnerable populations, continuously build their social networks, adapt to circumstance, and are prepared socially, economically, and structurally. **Socially** healthy communities have interconnected networks, work together, and communicate. **Economically** healthy communities pool their resources and share resources during an emergency. **Structurally** healthy communities mitigate their at-risk structures in preparation for disasters.

A **community** is a group of individuals united by place, shared interests or attachments. Place can include a floodplain, a town or a neighborhood. Shared interests could consist of businesses, non-profits, institutions, or politics, while attachments are relationships, such as family or friends.

Continuity is the ability to maintain operations after an emergency or disaster. The concept of continuity is often used in business, however, business continuity refers to continuity of business operations, while **community continuity** refers to how the community continues after a disaster.

Community organizations can improve their continuity by improving the partnerships within their community. These partnerships can be nearby, functional, or knowledge-based. **Nearby communities** are organizations close by geographically; **functional communities** are the agencies that help your organization operate, such as a company that processes your payroll; and **knowledge-based communities** are made up of the organizations with whom you share ideas (Collicutt, 2008).

Community continuity means the whole community is able to respond and prepare for disasters. Successful community continuity ensures the resilience of the community. **Community resilience** also refers to the ability to thrive, even in a disaster situation. Therefore, **community continuity** and **community resilience** both describe the ability of communities to recover successfully from disastrous events (McLellan and Elran, 2012).

The disaster cycle is the process communities and individuals go through before, during and after a disastrous event. The disaster cycle includes mitigation, preparedness, response and recovery. Mitigation includes the processes used to alleviate the effects of disaster, and preparedness consists of the plans to be ready for an event. These phases of the cycle are often considered the pre-disaster phases. Response involves the actions taken in reaction to the disaster, and recovery encompasses the methods used to recuperate over the long term. These phases of the cycle, on the other hand, are often considered the post-disaster phases. However,

communities can experience one or more parts of this cycle simultaneously, and may be preparing for a new disaster while still recovering from an older one. Still, communities are able to respond and recover more effectively if they mitigate and prepare.

Planning

Resilience requires planning, but one plan does not fit all, as each community requires different aspects to become more resilient. Every community is made up of multiple organizations, public and private, business and nonprofit, governmental and nongovernmental. Even though these organizations make up the community collectively, they all function individually. In addition, every locality has different issues and advantages that can make it more or less resilient.

The best way to plan for resilience is to have the community perform regular **risk assessments**. These risk assessments allow the community as a whole to understand what hazards threaten their resilience, and how to best prepare for those risks (Ammann, 2008). Risk assessments can then be used to create a **community disaster plan** (Zahran et al, 2008).

A **community disaster plan** addresses all parts of the disaster cycle (mitigation, planning, response and recovery). The **community disaster plan** can also be included in the master plan for the entire community (Peacock, 2012).

Participation

The most effective community continuity plans are those that are made by the communities themselves, and involve everyone in the community (McIvor et al., 2009; National Academies, 2012; Pelling, 2007). The community continuity plan addresses both present needs and the needs that the community will have in the future.

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Vulnerability

Vulnerability is the opposite of resilience (Sapat, 2012, p. 64). Although disasters affect every member of a community in some way, vulnerable populations and structures are the most devastated by disastrous events (Zahran et al, 2008). Therefore, resilient communities protect these sensitive populations and structures.

FEMA/Patsy Lynch

Communities can have **vulnerable areas** as well – ones that are riskier than other areas. Sometimes vulnerable populations live in these exposed areas, making them even more susceptible to disaster.

Vulnerable structures can be mitigated through techniques such as elevation, while vulnerable populations can be given resources to better prepare for disasters. Include these vulnerable populations in the **community disaster plan**.

FEMA/Robert Harris

Adaptation

Communities cannot just make plans and hope for the best. The most resilient communities are adaptable when a disaster occurs (Fararzmand, 2009; Brody & Highfield, 2005; Edwards, 2009; Davoudi et al., 2012; Alesch et al., 2009). An **adaptive community** is flexible and able to evolve as circumstances occur (Alesch et al., 2001; Reams et al., 2013). For example, organizations may change the way they operate, or the services they offer, to better serve their communities during a disaster.
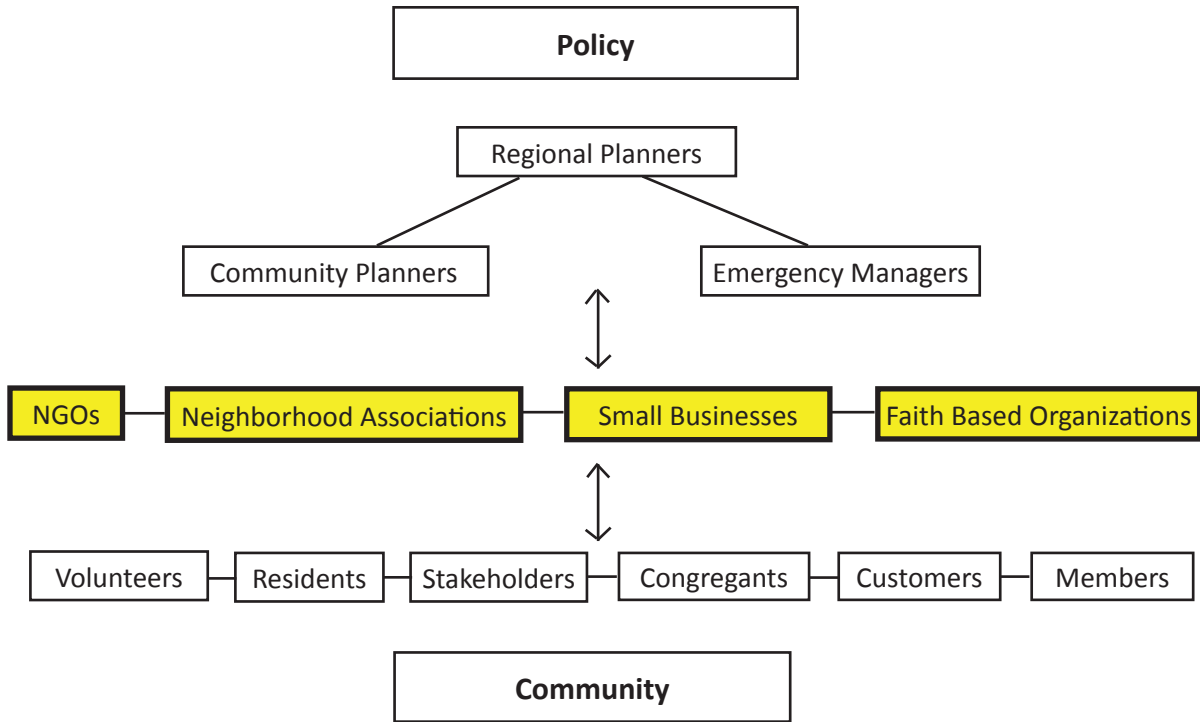
Community Networks

A major factor of resilience comes from associations with other individuals and organizations. The most resilient communities have interconnected **networks** made up of a variety of different members.

Public-private partnerships are a good example of social networks with multiple participants. Businesses, nonprofits and faith-based groups are all groups that can participate in community resilience (Collicut, 2008; Edwards, 2009). Communities and community organizations become more resilient when they build a network of agencies of all types that are in constant communication (Serino & Williams, 2009).

Community agencies are not the only way to form **community networks**. **Social networks**, within and among organizations, contribute to effective communication during hazardous events (Moore et al., 2012). Existing social networks help community members share resources (Patterson et al., 2010; Morrow, 2012). These social networks can be both inside and outside of the community.

Effective communication helps communities respond and recover (Gladwin & Peacock, 1997). Educating all residents in the community about disaster response, evacuation, sheltering in place, or other options helps communities to better respond and recover (Farazmand, 2009; Gladwin & Peacock, 1997). Finally, after an event occurs, communities recover better from disaster if they not only physically rebuild, but also rebuild their relationships (Alesch & Holly, 1999).

The Complexity of Community - Where Does Your Organization Fit in this Diagram?

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In order to understand a community's resilience, it is helpful to look at the community as a series of interconnected groups. The diagram above illustrates that local organizations, such as small businesses and faith-based groups, work to help the members of their community, but also help respond to policy. Resilient organizations are those that can participate in policy, while also aiding their community members.

Teaching Continuity and Resilience

Communities can create effective continuity plans through risk assessments, planning, and participation.

Although there is no one size fits all approach to continuity and resilience planning, there are ways to plan, respond and recover that have worked for other communities and organizations.

To address issues of community continuity planning, UNO-CHART consulted organizations that are resilient after disasters. UNO-CHART also held a number of workshops around the state to assist community organizations in developing continuity plans.

Additionally, our research in this project helped to create a continuity and resilience toolkit that can be tailored to fit any community, no matter what hazards, vulnerabilities, or disastrous events may occur. This manual is a part of the toolkit.

COMMUNITY CONTINUITY AND RESILIENCE WORKSHOP

Purpose of the Manual

The Purpose of this Manual

This manual is intended to be an instructional aid for professionals to use to conduct community continuity and resilience workshops for community organizations, faith-based groups, and small nonprofits in their communities. The manual provides instructions for setting up a workshop, and the materials and supplies needed to conduct it. The manual also provides a presentation with notes to aid in presenting the workshop content to others. By sharing the tools to complete this workshop, UNO-CHART hopes to help communities become more resilient and better able to respond to hazards and disasters.

COMMUNITY CONTINUITY AND RESILIENCE WORKSHOP

Instructions

Below are the steps you can follow to set up your own continuity and resilience workshop for your organization or community. In order to set up the workshop, you can decide who to bring to the table, how to reach out to those individuals, the best location for the workshop, what materials to include in the workshop, and the materials and supplies needed to conduct the workshop successfully.

Needs Assessment
- Who needs to learn about continuity?
- Which actors in the community would participate in continuity?
- Who can you bring to the table?

Promotion
- Reach out to community organizations in your area
- Contact your local chamber of commerce or economic development agency
- Send invites to community leaders
- Print flyers and post them in well-trafficked areas
- Send emails to business listservs
- Social networking: have local agencies post news of the event on blogs, twitter, etc.
- Emphasize no cost and free refreshments

Location
- Find a central location that is easy for attendees to locate

Event
- Provide refreshments, such as coffee and pastries

Using the Manual
- Consult the workshop participants about what topics they would like to focus on
- Only focus on hazards that affect your region (consult http://www.getagameplan.org/mitigateplanupdate.htm or your parish hazard mitigation plan for hazards relevant to your area)
- You may want to only present a section or two of the presentation at a time, or remove portions of the presentation that you do not feel are relevant for your agency

Materials and Supplies
- Projector, laptop, screen, PowerPoint presentation, presentation pointer/remote
- Handouts for all participants (Community Continuity Plan and Thinking about Your Community)
- Agendas and evaluation sheets for all participants

The presentation consists of the following five parts:

Part 1: Community Resilience

This section introduces the concept of community resilience, and how to prepare for and mitigate disasters.

Part 2: Understanding Your Hazards

This section explains the most common hazards in Louisiana.

Part 3: Community Mapping

This section explores the concept of community and how organizations can expand their community networks.

Part 4: Ideas for Successful Response and Recovery

This section offers pointers on successful ways to recover and respond to disasters.

Part 5: Strengthen Your Community Plan

This section delineates what is included in a community continuity plan, and coincides with the community continuity plan handout.
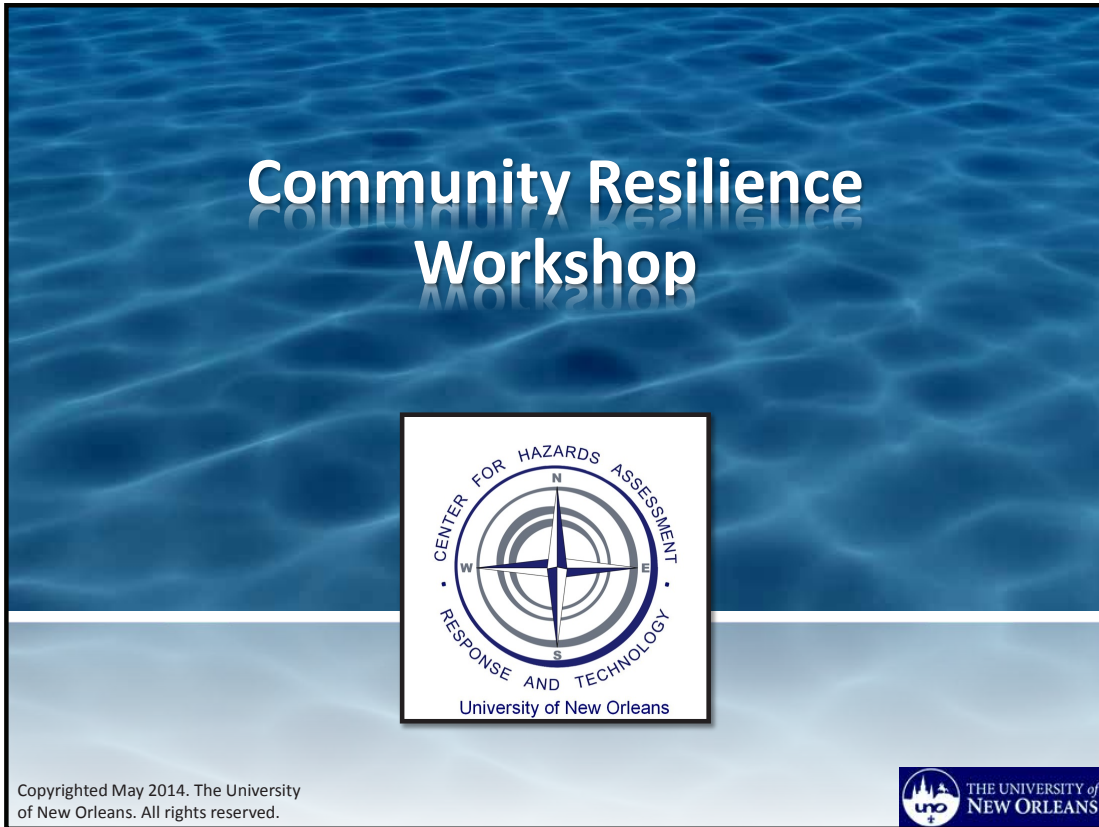
Slide 1

- Welcome everyone to the community resilience workshop.
- Explain that the goals of this workshop are to help the participants think about preparedness strategically.
- Further explain that this workshop will help them to think about their own continuity plans.
- Finally, point out that this workshop will help them think about how they fit into their community as a whole.

Teaching Tip
Continuity planning is not easy, and becoming resilient is complicated.
In order to teach this, the people in your agency, or the agency that you are training, may need encouragement to participate in the training, and may need help understanding the urgency to being prepared for whatever may occur. In addition, it may be beneficial to practice the presentation a few times, alone or in front of a friend or colleague, before presenting it to a group.

Community Resilience

Community Resilience

Slide 2

- Explain that the workshop will cover five topics: community resilience, understanding your hazards, community mapping, ideas for successful response and recovery, and strengthening your community plan.
- Explain that the first section introduces the concept of community resilience.
- You may want to break the presentation into two parts: presenting the first four sections as one presentation and the continuity plan section as a separate presentation. You also may want to leave out some of the sections or slides that are not relevant to your agency.

INTRODUCTIONS

Slide 3

- Take a moment to introduce yourself, and then ask all of the participants to introduce themselves. Ask the participants to state their names, their positions, and the one issue that is most important to their agency during a disaster.
- Write everyone's answers on a whiteboard/easel so that every participant can view them.
- When the introductions are over, take a moment to discuss everyone's answers as a group.

Teaching Tip

The introductions are the start of the collaborative process in your workshop. This slide is all about listening. You want to find out what the participants know, and what they may need to learn more about. This may help you decide which slides could need more or less attention.

Community Resilience

Community Resilience

Slide 4

- Explain that resilience is the ability to rebound from disaster.
- Point out that planning and preparing for disaster can help with a community's resilience.

Teaching Tip

Before you continue to the next slide, you may want to ask the participants to give you an example of resiliency in their agency. When you proceed to the resilient communities slides, the participants may have already provided many of the characteristics of a resilient community or agency.

Resilient Communities

Have a Network of Public/Private Partnerships (including small businesses)

FEMA/Manuel Broussard

FEMA/Marilee Caliendo

Assess Hazards and Make Plans

FEMA/Lynette Fonteno

Include diverse voices from the community

Slide 5

- Explain that there are various characteristics that make up a resilient community, and these characteristics are mentioned in slides 5 through 8.
- Point out that these characteristics include:

    - The ability to create a network of public/private partnerships, including small businesses.
    For example, there are many hospitals and clinics throughout Louisiana that are successful as a result of public/private partnerships (new.dhh.louisiana.gov). Public/private partnerships are collaborations between a public organization, such as a governmental department, and a private organization, such as a bank.

    - Assess hazards and make plans. For example, Groundwork New Orleans works with community members to build rain gardens and improve drainage throughout the city (www.groundworknola.org).

    - Develop participation from the bottom up. For example, after Katrina, many communities came together to make plans and rebuild the community themselves, without outside assistance, and were successful in rebuilding long before the government came to assist (Leong et al., 2007).

Community Resilience

Slide 6

- Further explain that resilient communities also:

  - Are adaptive and connected. For example, the small businesses and nonprofits that bounce back after disaster often change the way they work, their goals, and even their basic functions in order to serve their community post-disaster.

  - Communicate well. For example, in a recent snowstorm in Atlanta, a local woman started a Facebook page so that people could find other people that were stranded and rescue them or bring them supplies.

  - Educate themselves. For example, the participants of the workshop are making themselves more resilient by educating themselves through attending workshops such as these.

Slide 7

- Point out that resilient communities also:
    - Have available resources to work with. For example, disasterassistance.gov provides links to available resources for communities across the U.S. Other resources can be developed locally to prepare for the disaster.
    - Recognize vulnerable populations. For example, during cold weather, the City of New Orleans activates a freeze plan in which more shelters open up to allow for an increase of people. Also, the City Assisted Evacuation Plan (CAEP) in New Orleans helps to evacuate vulnerable populations during hazardous events (www.nola.gov/mayor/press-releases/2014/20140103-freeze-plan).

Community Resilience

Slide 8

- Finally, explain that resilient communities use mitigation to protect their structures from harm.
- Point out that mitigation includes the processes used to reduce the effects of disaster.
- Further explain that resilient communities mitigate their at-risk structures by elevating them to protect from flooding and storm surge, obtaining flood insurance, improving drainage, and floodproofing their building. For more information on mitigation visit www.fema.gov/multi-hazard-mitigation-planning and getagameplan.org.

Teaching Tip
At this point, you may want to ask some of the participants if their structures are mitigated. And, after discussing mitigated and non-mitigated structures, you can talk to the participants about their ideas regarding resilience.

Slide 9

- Explain that the graphic illustrates the four steps of the disaster management cycle from FEMA: response, recovery, preparedness, and mitigation.
- Emphasize that mitigation includes the processes used to reduce the effects of disaster, such as elevating buildings, restoring wetlands, and improving drainage.
- Clarify that preparedness consists of the plans to be ready for an event, such as having a plan for evacuation. To learn more about preparedness, visit http://www.fema.gov/national-preparedness-cycle.
- Note that people often confuse mitigation and preparedness. Mitigation is about taking action to reduce negative effects, while preparedness is more about making plans and knowing how to react.
- Describe response as the actions taken in reaction to the disaster, like getting supplies to employees who are in the field.
- Define recovery as the methods used to recuperate over the long term, such as rebuilding a neighborhood that has been damaged by a storm.
- Point out that many communities experience parts of the cycle simultaneously, as they prepare for new hazards while recovering from old ones. For example, a community can be responding to one hurricane while simultaneously preparing for another one.
- Further explain that communities can best reduce their risks to hazards by planning throughout the cycle.

Understanding Your Hazards
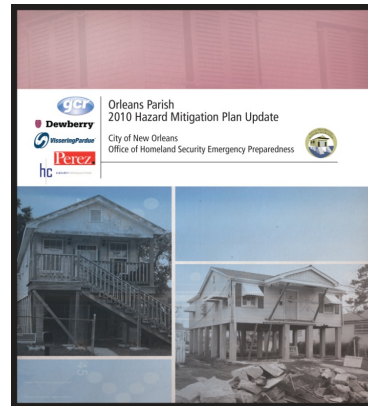
Slide 10

- Introduce this section by explaining that the section covers the most common hazards in Louisiana.
- Explain that the state hazard mitigation plan can be found at www.getagameplan.org.
- Point out that most parishes have local hazard mitigation plans on their websites which have information more local to their entity.
- Clarify that each plan lists the hazards and risks in Louisiana and its parishes, and ranks them from highest to lowest risk of occurrence.
- Further explain that mitigation plans include community profiles, hazard profiles, risk assessments, and strategies to mitigate potential impacts of disasters.
- Emphasize that they can also inquire as to how to become part of a mitigation planning team by contacting their local Office of Emergency Management.

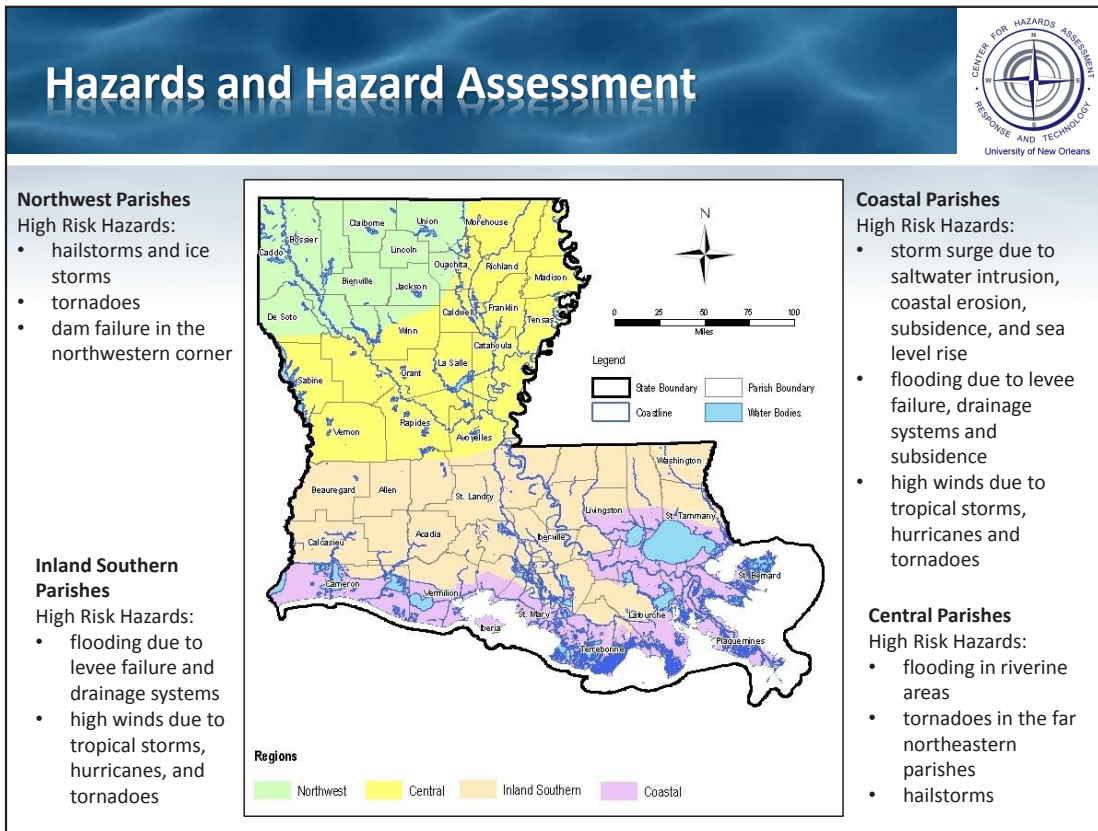## Hazards in Louisiana

- Climatological Hazards
  - Droughts
  - Extreme Heat
  - Flooding
  - Thunderstorms
  - Tornadoes
  - Tropical Cyclones
  - Wildfires
  - Winter Weather

- Geological/ Human-Influenced Hazards
  - Coastal Hazards
    - Coastal Erosion
    - Saltwater Intrusion
    - Sea Level Rise
    - Subsidence
  - Dam Failure
  - Earthquake
  - Levee Failure
  - Sinkhole

Slide 11

- Explain that per our state hazard mitigation plan, the hazards in Louisiana are divided into two categories: climatological and geological/human-influenced.
- The hazards listed under climatological, or the hazards that have to do with changes in weather, are droughts, extreme heat, flooding, thunderstorms, tornadoes, tropical cyclones, wildfires, and winter weather.
- The hazards listed under geological, or those that have to do with changes in land and/or water, are coastal hazards, including coastal erosion, saltwater intrusion, sea level rise and subsidence, dam failure, earthquake, levee failure, and sinkholes.
- Point out that these hazards are not an issue for all areas of Louisiana, just the state as a whole.
- Further explain that hazardous material incidents are not included in the state plan, but may be included in the local parish plan, and you may want to consider such hazards.
- Clarify that the information on all of these hazards can be found in our current state plan: www.getagameplan.org/mitigateplanupdate.htm.

Understanding Your Hazards

Slide 12

- Clarify that different places in Louisiana are more at risk from some hazards than others. For example, areas in the northern part of the state are more susceptible to winter weather than those in the southern part of the state.
- Explain that the hazard mitigation plan divides the state into four sections: northwest parishes (LA HMP, p. 2-295), inland southern parishes (LA HMP, p. 2-294), coastal parishes (LA HMP, p. 293), and central parishes (LA HMP, p. 2-294).

Teaching Tip
You may choose to focus on only your section of the state, and skip over any slide that lists hazards that are not an issue for your particular area.

Your Local Hazards

- Check Your Parish Homeland Security & Emergency Preparedness Offices
- http://www.gohsep.la.gov/parishoepnumbers.aspx

Slide 13

- Explain that this slide contains a website link that offers more information on emergency preparedness, including phone numbers of people who can provide them with more information on hazards in a particular parish and a copy of your local plan.
- Tell the participants they can check their parish homeland security and emergency preparedness offices to get information about hazards specific to their local area.

Teaching Tip
You may want to invite your local emergency manager to your planning process and/or workshop. Their contact info can be found at:
http://www.gohsep.la.gov/parishoepnumbers.aspx

Understanding Your Hazards

Slide 14

- Clarify that the following slides provide information on the major hazards listed in the Louisiana Hazard Mitigation Plan.
- You may want to use only the slides with hazards specific to your area, or update the facts listed under each hazard.
- Explain that this slide illustrates examples of storm surge, which can occur as a result of hurricanes. Storm surge is a large increase in the water level due to a storm.
- You may want to point out that during Hurricane Katrina, storm surges were between 18 and 22 ft., but in some areas, the surge reached 28 ft. Six weeks after that, Hurricane Rita caused 8-15 ft. storm surges in Cameron Parish (LA HMP, 2014).

> **Teaching Tip**
> This slide and the following slides with hazard examples may help promote discussion, or you may not want to include them at all. It may depend on which hazards affect your specific locality.
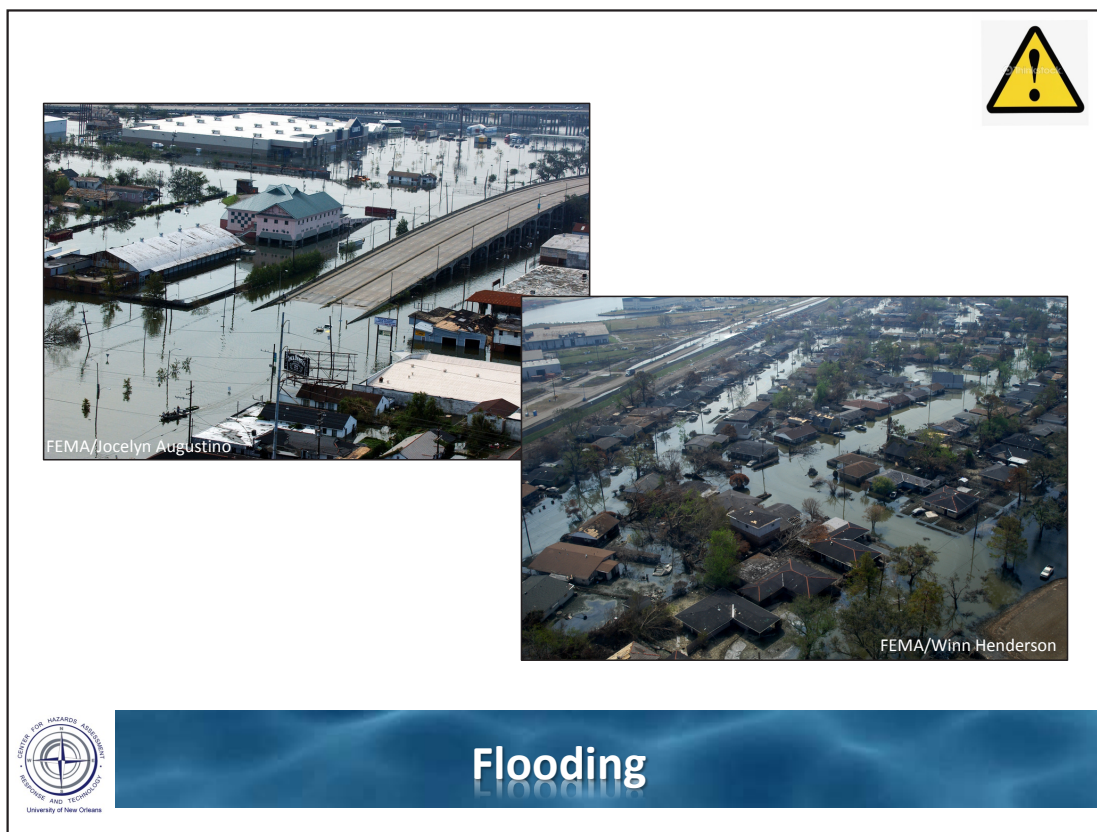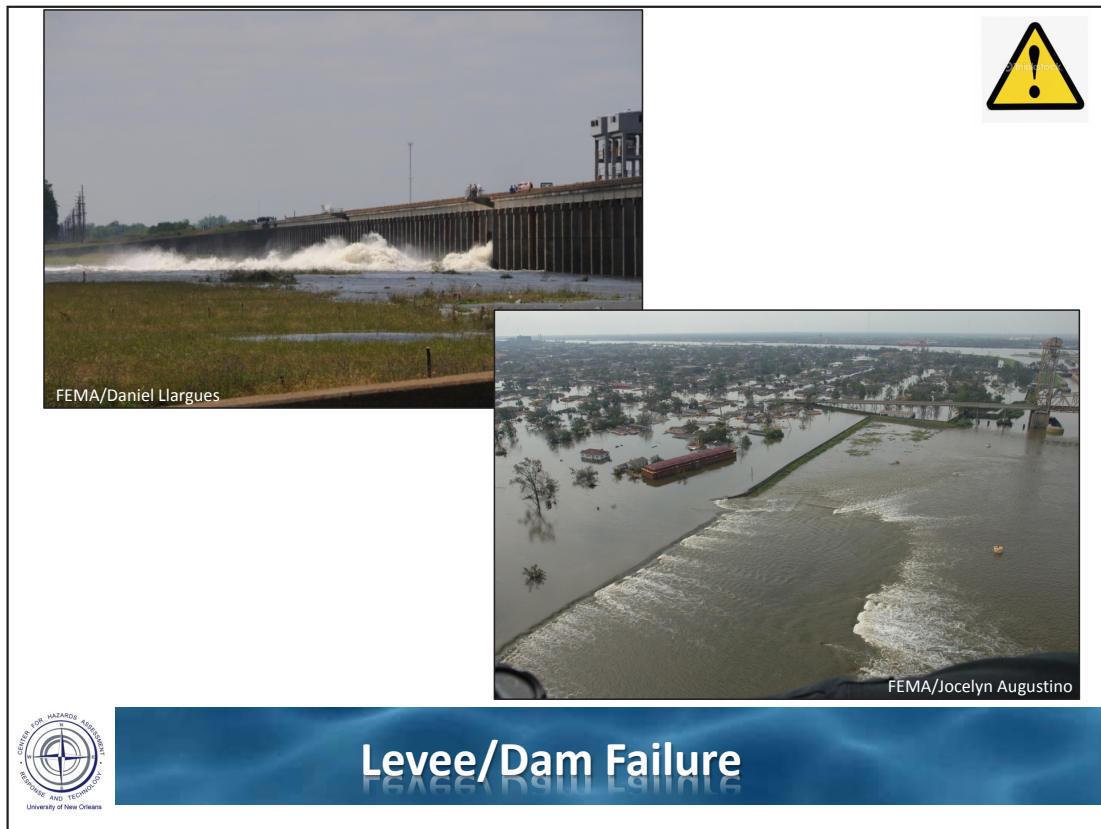
Slide 15

- Explain that this slide illustrates some consequences of flooding, which is a big issue in Louisiana.
- Point out that there are six different types of flooding in Louisiana:
    1. **riverine**; which happens along rivers
    2. **flash flooding**; which happens after heavy rain
    3. **ponding**; which happens when drainage is not effective
    4. **backwater flooding**; which happens when water comes slowly from an unexpected location, such as the flooding in LaPlace during Hurricane Isaac
    5. **urban flooding**; which happens when drainage is not effective in cities
    6. and **coastal flooding**; which can come from sea level rise or storm surges (LA HMP, 2014).

Understanding Your Hazards

Understanding Your Hazards

Slide 16

- Explain that this slide illustrates examples of high winds, which can occur during hurricanes or tornadoes.
- Point out that in 2005, there were more tropical storms and hurricanes than in any year in recorded history. With climate change causing rising sea levels and more extreme temperatures, hurricanes could become more severe.
- Further explain that "from data over the past 60 years, Louisiana ranks 11th among the states in frequency of tornado occurrences, 13th for tornado-related deaths, 16th for tornado-related injuries, and 15th for damage costs… Since 1900, Louisiana has suffered through eight days in which 10 or more people have died in tornadoes" (LA HMP, 2014, p. 2-93).

FEMA/Daniel Llargues

FEMA/Jocelyn Augustino

Levee/Dam Failure

Slide 17

- Explain that this slide illustrates examples of levee or dam failure.
- Point out that "Louisiana has 147 USDA Natural Resources Conservation Service (NRCS)-assisted project dams built under the Small Watershed Protection Program and Flood Prevention Act authority. In Louisiana there are 548 dams managed by the Department of Transportation, Public Works & Water Resources Section as of March 2013" (LA HMP, 2014, p. 2-190).
- Further point out that "coastal and southern Louisiana is protected by an extensive levee system under the authority of the New Orleans District of the USACE [U.S. Army Corps of Engineers]. This system includes 30,000 mi² of Louisiana south of Alexandria, including 961 mi. of river levees in the Mississippi River and Tributaries Project, 449 mi. of river levees in the Atchafalaya Basin, and 340 mi. of hurricane-protection levees. Other levees have been built along stretches of rivers throughout Louisiana by local levee districts and private citizens" (LA HMP, 2014, p. 2-202).
- The latest information on the status of the levees can be found at the Army Corps of Engineers' website: www.usace.army.mil.

Understanding Your Hazards
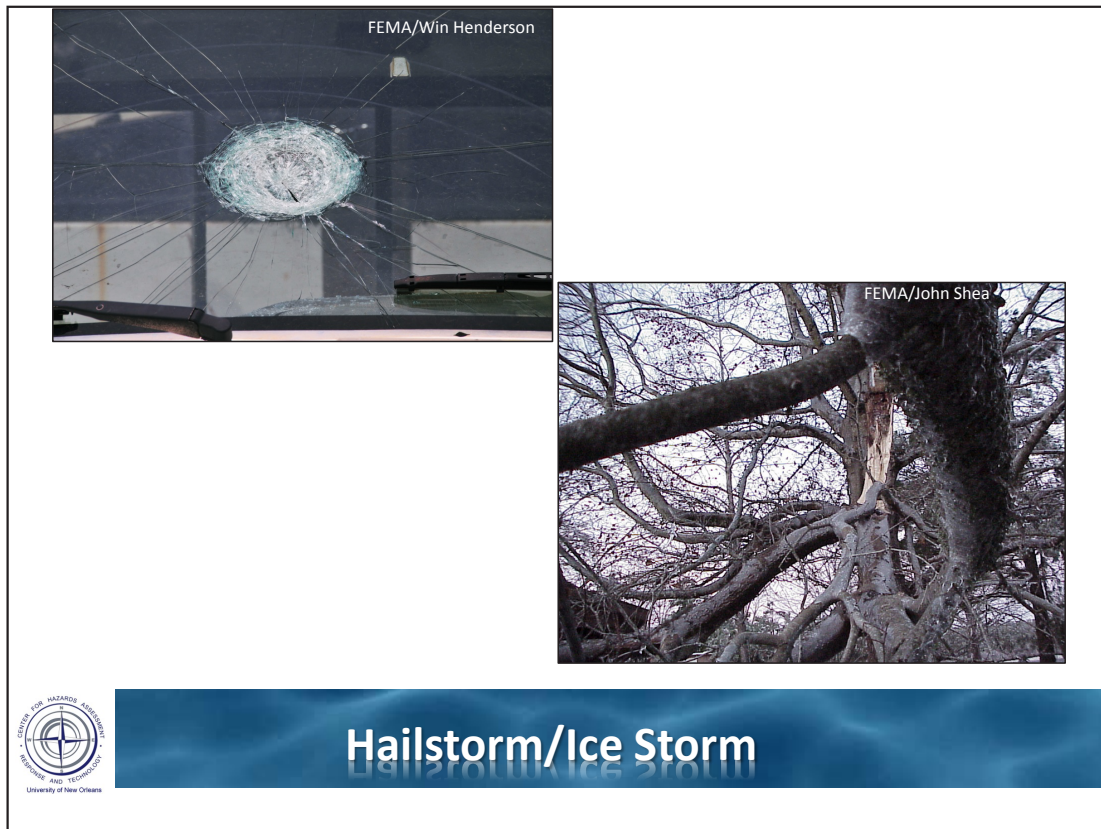
Slide 18

- Explain that this slide illustrates examples of a hailstorm and an ice storm.
- Point out that "compared to other states, Louisiana has a moderate frequency of hailstorms. Between 1955 and 2009, Louisiana experienced a total of 4,469 recorded hailstorm events, with a maximum hail size of 4.5 in. These events vary widely in terms of damage…On April 22, 1995… the Shreveport metropolitan area experienced a hailstorm with hailstones as large as 4.5 in. in diameter, resulting in $50 million in property damages" (LA HMP, 2014, p. 2-65).
- Further point out that "in February 1994, [an] ice storm affected northern Louisiana, which also turned out to be one of the worst disasters to affect the state...more than 100,000 homes and businesses went without power for the duration of the four-day storm. Damage was estimated conservatively at $13.5 million in the state" (LA HMP, 2014, p. 2-159).

Definition of Community

A community is a group of individuals united by:

- Place
- Shared Interests
- Attachment

Slide 19

- Explain that up to this point, you have discussed what resilience means, the hazards that your community and agencies might face, and now you are going to talk about what a community is.
- Introduce the community mapping section by explaining that this section explores the concept of community and how organizations can expand their community networks.
- Emphasize that the word community has a variety of meanings.
- Point out that this section explains how this workshop is not just about the individual and the agency, but the community as a whole. The relationship with the community is what makes an agency more resilient.

Community Mapping

Community Mapping

Place

- Floodplain
- Town
- Neighborhood

Slide 20

- Explain that places may have obvious boundaries, such as a town, or less specific physical boundaries, such as communities located throughout an area that experience similar hazards.
- Point out that place is a critical factor in resilience in the state of Louisiana.

Shared Interests

- Business
- Professional
- Institutions
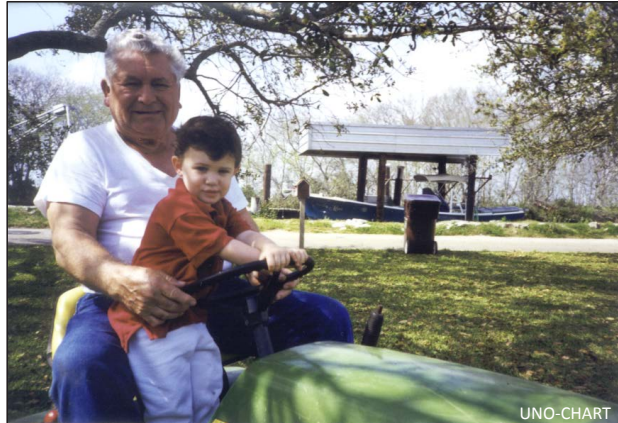- Service
- Politics
- Faith

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Slide 21

- Clarify that shared interests could include those with the same political affiliations, or members of the same church.
- Point out that the participants even have shared interests with the people who work at their organizations.

Community Mapping

Community Mapping

Slide 22

- Point out that place and shared interests lead to the concept of attachment.
- Emphasize that in a place with shared interests, you are attached to people, and that becomes your community.
- Further explain that attachment can include relatives or people that you care about.
- Mention that Louisiana residents are very attached to place (Chamlee-Wright & Storr, 2009). Once they find a place to live they usually stay put, and families live in one area for generations.
- Further point out that this attachment is a strength, as it helps people to recover after a disaster or event.

Slide 23

- Explain that a major part of resilience involves connectedness to others, and in Louisiana, because we know each other so well, we are not likely to form more formal collaborations.
- Point out that the most resilient communities have a series of interconnected networks made up of a variety of members.
- Clarify that one needs to make sure that their continuity plan involves the collaboration of the entire community.
- Further clarify that collaboration can help build community, and make sure the process includes all of the stakeholders involved (Jenkins, Laska & Kiefer, 2010).
- Emphasize that the involvement of others in their continuity plan will make it more comprehensive.

> **Teaching Tip**
> You may want to take a minute and pause on this slide to emphasize the importance of collaboration. Often, collaboration is not what people think it is. Collaboration involves sharing needs and interests.

Community Mapping

Slide 24

- Point out that this workshop will help their organization to collaborate more effectively.
- Explain that it is important to have relationships with a variety of organizations in the community.
- Ask the participants to think as an agency, who they have relationships with, what communities already exist in their agency, and what they know about them.
- Clarify that these relationships can be nearby, functional, or knowledge-based (Collicutt, 2008).

Teaching Tip
It is important that the participants understand these three types of communities, as it will be used in an activity during the workshop, and be a part of their continuity plans. Take the time during this and the following community mapping slides to make sure all of the participants understand the different types of communities.

Nearby Communities

- Who is next to you?

- Example: If you are a church organization, perhaps a school exists next door.

FEMA/Win Henderson

Slide 25

- Explain that nearby organizations can include a neighboring restaurant.
- Point out that nearby communities are important because they can offer help and resources during an event, and even check on your building if you are gone.
- Suggest that the participants may want their nearby communities to have a seat at the table during the planning process.

Teaching Tip
You may want to ask some participants who is next to them,
and if they have a relationship with that organization.

Community Mapping

Functional Communities

- Those organizations that provide and support your agency.

- Example: A bank that helps manage your organization's payroll.

FEMA/Jenny Campora

Slide 26

- Explain that functional communities are those that help their organization with its day-to-day operations, such as banking, or the delivery of supplies.
- Point out that for example, a grant funder is a part of the functional community for many nonprofits.

Teaching Tip
You may want to ask some of the participants who their functional communities are, and if they have a relationship with that organization.

Knowledge-based

- The community with whom you share ideas and information wherever they are.

FEMA/Robert J. Alvery

Slide 27

- Explain that these organizations can also be knowledge-based.
- Point out that examples of knowledge-based communities are those that share information with your agency or business. They do similar work as you, but they do not live in the evacuation area.
- Clarify that for example, if you run a day care center, you have a relationship with another day care center that is outside of the storm area. Therefore, if you have to leave, you have somewhere to go.
- Further explain that other examples can include a shelter north of the evacuation area, or a place to stay in Memphis as an organization.

> **Teaching Tip**
> You may want to ask some participants who their knowledge-based communities are, and if they are located outside of the evacuation area.

Community Mapping

Community Mapping

Slide 28 - Activity

- Ask the attendees to think about their community, and make a list of all of the nearby, functional and knowledge-based communities with whom they come into contact.
- Point out that it is helpful to know the contact information and manager or supervisor's name of these different communities, as they may be of service during an emergency.
- Ask the attendees to share some of the examples of community types they were able to come up with.

Teaching Tip
This information will be used for the Strengthen Your Community Continuity Plan section of the presentation.

Therapeutic vs. Corrosive Community

The Therapeutic Community

FEMA/Michael Rieger

Disasters can increase feelings of social bonding, and be "therapeutic" for a community (Barton, 1969).

Slide 29

- Ask the participants to think about their relationship to the community, and what happens to that community after disaster.
- Point out that after a natural disaster, people often help each other, which is the development of a therapeutic community (Barton, 1969).
- Further point out that a community can come together in new and important ways.
- Emphasize that in these communities, people are brought closer together.

> **Teaching Tip**
> This may be a place to take a break for people to talk to you and share bonding stories. You may want to ask the participants when they have experienced a therapeutic community after a disaster. And, you may want to share some bonding stories that you have experienced.

Community Mapping

Therapeutic vs. Corrosive Community

The Therapeutic Community

FEMA/Ralph Simcox

The "Therapeutic Community" can be a powerful community experience

(Barton, 1969).

Slide 30

- Explain that the therapeutic community is a powerful experience, but it is not always what occurs after a disaster (Barton, 1969).
- Point out that some communities can be torn apart by disaster, and unable to help each other through the event.

Therapeutic vs. Corrosive Community

The Corrosive Community

05/07/2010
UNO-CHART

- A loss of trust in community, a breakdown of social relationships, corrosion of community
(Picou, Marshall & Gill, 2004).

Slide 31

- Further explain that sometimes, communities become corrosive. In a corrosive community, relationships dissolve, and people lose hope and confidence in one another and in their local institutions and organizations.
- Point out that this often happens during man-made or environmental disasters, such as the BP/Horizon or the Exxon Valdez oil spills (Picou, Marshall & Gill, 2004).
- Further point out that another example of a corrosive community occurs when one neighbor gets something that the other does not, such as a retrofit or mitigation measure.

Teaching Tip
Emphasize that as an agency, the participants are struggling between the therapeutic and the corrosive aspects of community.

Community Mapping

Slide 32

- Point out that so far you have covered the definition of community, the different types of communities, some dynamics of a community, and now you want to discuss how the participants' organization fits into their community.
- Explain that it is important that the participants understand the ways that they fit into their community, through the tasks they accomplish to help their constituents, and through the policies that affect the way they conduct business.

> **Teaching Tip**
> Judge your audience. You might want to take the community model section out. However, it is helpful to the participants in understanding where they fit between policy and community.
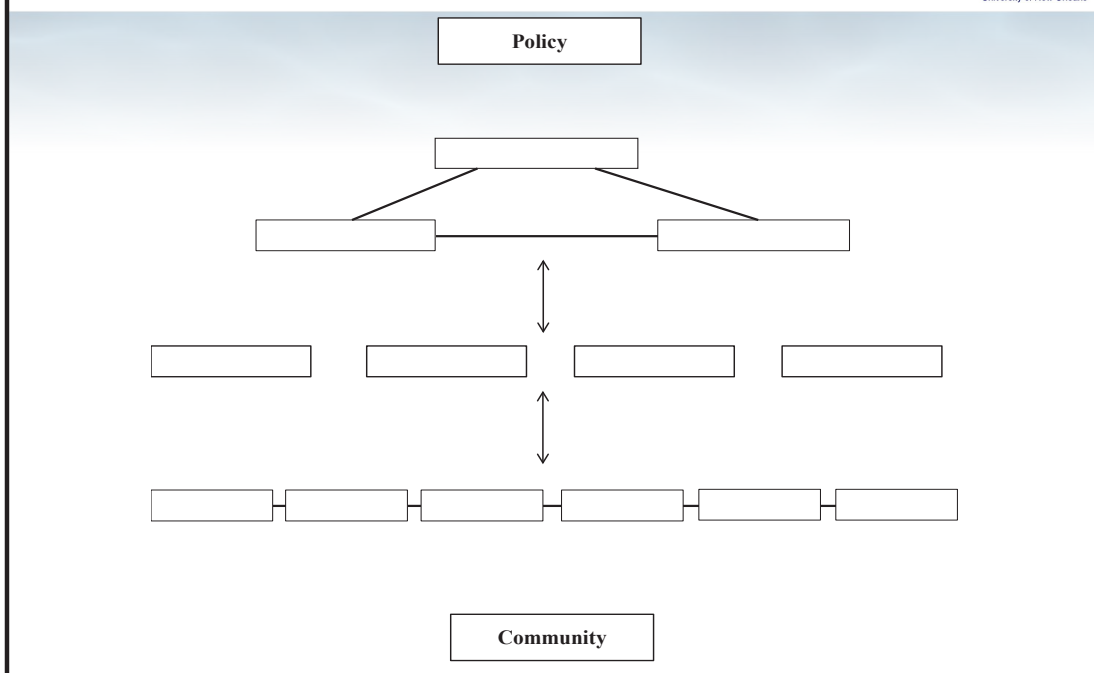
Slide 33

- Explain that looking at a community as a series of interconnected systems helps to understand the community's resilience.
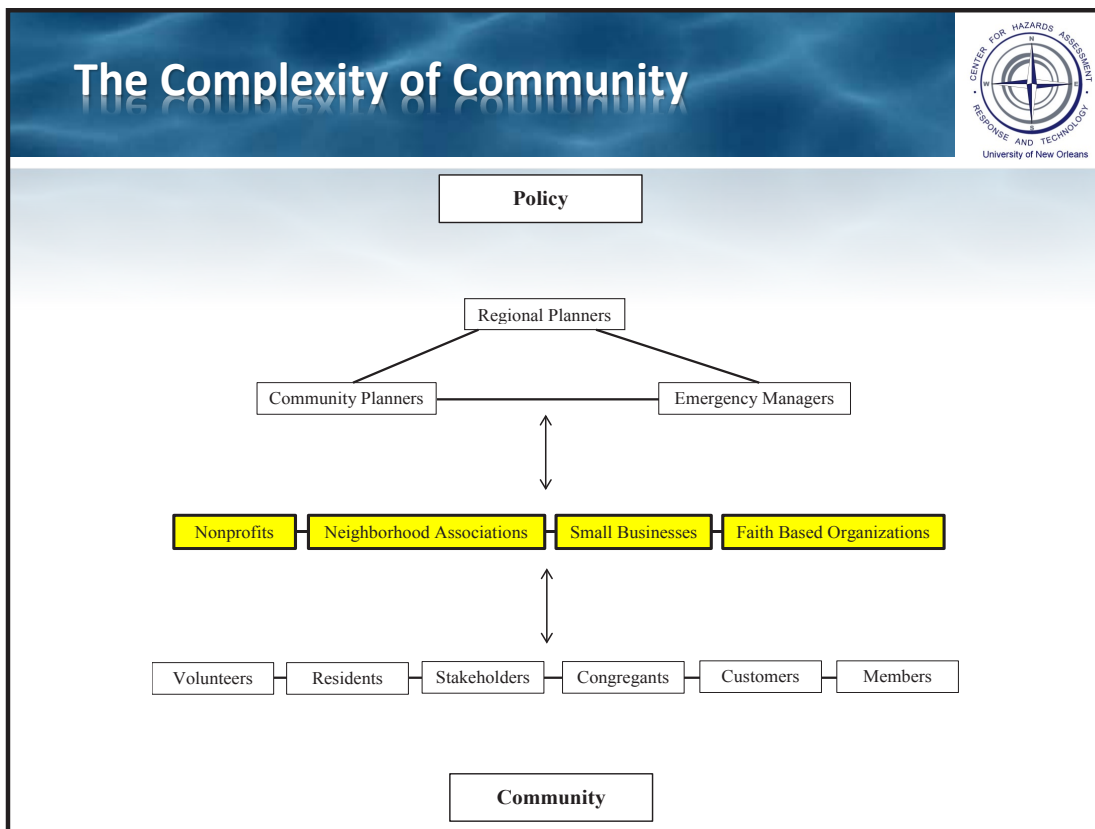- Point out that communities can be more resilient by using a holistic approach.
- Ask the attendees where they think they fall on this diagram.

Community Mapping

Slide 34

- Explain that communities are complex. The most resilient communities consult community members that do not always have a voice in order to find out where their vulnerabilities lie. Speaking to those who are not always heard helps to discover what issues the community may need to explore.
- Point out that the horizontal and vertical networking of information, resources and structural improvements forms the backbone for holistic community resilience; and holistic community resilience leads the way to successful planning, preparation, response and recovery to events. In other words, being a part of policy while working with their community will help their organizations be more effective.
- Mention that the sharing of resources and information across networks aids in the preparation for new hazards as well as the recovery from old ones.
- Further explain that their agency falls into the yellow part of the diagram. In the yellow part of the diagram, policy affects their agencies, while their agencies react to policy, and the community needs their help, while they need to help the community. In other words, they may have to consult planners or emergency managers for information or resources to provide for their clients.

Decision:

Stay? or GEAUX ?

Open? or Closed?

Slide 35

- Clarify that there are many decisions that the participants have to make, and a lot of information they have to know, for their agency, the people they serve, the people they work with, and for their community.
- Emphasize that during a disaster, they may have to decide whether to stay or go.
- Explain that deciding whether to stay or go during an event is a difficult decision, and each decision has consequences.
- Point out that there are tips on how to return if you do leave at www.ready.gov/returning-home.

> **Teaching Tip**
> Discuss whether or not the participants have a written plan or policies regarding this decision.

Ideas for Successful Response and Recovery
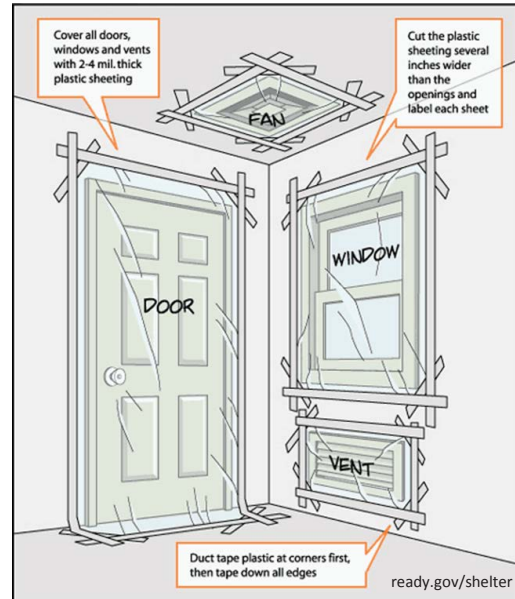
Slide 36

- Explain that sometimes there is no time to evacuate, or you may be told by emergency response agencies to shelter in place. This often occurs during hazardous material events, such as a spill on the interstate or nearby railroad.
- Point out that it is useful to plan and practice how to shelter in place.
- Further explain that guidelines for sheltering in place include: staying inside; having a supply kit; securing windows, doors and vents; and staying informed about the event.
- Emphasize that it is important to have a communication plan, and know who is in their building at all times, so that they can make sure that everyone is properly sheltered.
- Further emphasize that multi-floor buildings may need a shelter in place room on each floor.
- Clarify that they can find more guidelines for sheltering in place at www.ready.gov/shelter, and that you will cover sheltering in place in more depth in the community continuity plan section of the presentation.

Go - Evacuation

FEMA/Jacinta Quesada

Slide 37

- Clarify that the continuity plan that the participants will learn about in the second section of the workshop will help them decide on an evacuation strategy.
- Emphasize that they will decide where they are going, how they are going to get there, and what they are taking with them.
- Explain that they will want to have a list of where all of the members of their organization will evacuate to, and a contact number for that evacuation spot.
- Further explain that this list should be constantly updated so that the information stays current.
- Point out that evacuation tips can be found at www.ready.gov/evacuating-yourself-and-your-family.

Ideas for Successful Response and Recovery

The Return

FEMA/Patsy Lynch

Slide 38

- Explain that once a disaster is over, and the participants that evacuated are allowed to return home, the participants will have to make more decisions.
- Further explain that they will have to decide when it is safe to return.
- Point out that the return home can also be difficult, and it is important to take safety precautions when returning to a disaster area.
- Further point out that the power may be out, their building may be damaged, or there may be a gas leak.
- Clarify that the participants can find more information on the return at www.ready.gov/returning-home.

What Can Mitigate These Issues

The University of New Orleans Transportation Institute

FEMA/Barry Bahler

- Identify individual and group needs
- A Plan
  - o For both agency and individuals

Slide 39

- Clarify that after returning from disaster, there are successful ways their agency can bounce back.
- Explain that there are ways to mitigate the issues that come up during response and recovery.
- For example, getting involved with the community can help them understand how to help people with disabilities, those who may not be able to hear warnings, or are unable to move to a new location.
- Further explain that they can recover more successfully by identifying needs, and making a plan for not just their agency, but the individual people in their agency, as well as assisting those they serve.

Ideas for Successful Response and Recovery

Strengthen Your Community Continuity Plan

Slide 40

- Point out that now the attendees can take their new knowledge of hazards and community mapping to strengthen their agency continuity and resilience plans.
- Introduce the "Strengthen Your Community Continuity Plan" section by explaining that this section describes what is included in a community continuity plan, and coincides with the community continuity plan handout.

> **Teaching Tip**
> This section can possibly be used as a separate presentation, or the second part of the presentation after giving the participants a break.

Community Continuity Plan

- Resilience = Continuity Plan
- Back up Location
- Continuity Manager
- Back Up Continuity Manager

Slide 41
Coincides with Page 1 of the Community Continuity Plan

- Explain that this section coincides with the Community Continuity Plan that you handed out to the participants (see appendix).
- Explain that having a continuity plan is an important part of being resilient.
- Clarify that it is important to have a location they can move to temporarily if an emergency occurs.
- Point out that they can designate a continuity manager. The continuity manager helps deal with the issues that come up during an event, and can help lead the planning process.
- Further explain that if that person is not available, there can be a backup continuity manager designated to perform in their place.

Strengthen Your Community Plan

Strengthen Your Community Plan

Slide 42
Coincides with Page 2 of the Community Continuity Plan

- Explain that a community continuity plan includes a list of emergency contacts for their organization.
- Point out that there are emergency contacts that are important for their business such as 911, police, and fire.
- Further explain that there are other emergency contacts that are more specific to their business, such as their insurance provider.
- Clarify that relationships with an emergency management office or other response agencies may be helpful to the planning process.

Teaching Tip
Ask the participants if they can name other important emergency contacts for their organization.

Slide 43
Coincides with Page 3 of the Community Continuity Plan

- Explain that a continuity plan includes a list of the types of disasters that could impact them.
- Point out that this can include natural disasters, such as hurricanes, and man-made disasters, such as industrial accidents.
- Remind the participants that they learned the top hazards in the Understanding Your Hazards part of the presentation.
- Further explain that the plan includes ways to secure their equipment and buildings according to each hazard, such as placing plastic over their electronic equipment to protect from leaks.

Strengthen Your Community Plan

Slide 44

Coincides with Page 4 of the Community Continuity Plan

- Explain that a continuity planning team includes everyone who will be involved in making and carrying out their continuity plan.
- Point out that this includes managers, back up managers, those in charge of communications, as well as everyone else in their organization.
- Further explain that a person from each department is included in the continuity planning team, such as administration, human resources, and finance.
- Clarify that throughout the document, wherever they list a person's name, they can add their title or position as well, so that as people retire or move on, the plan will still function if the position is refilled.
- Finally, explain that it is a good idea to have a back up person for each task, as this is helpful when the person listed is out of the office.

Community Continuity Plan

- Community Continuity Plans = Collaboration
- Coordinate with Others
    o People in Your Building
    o Organizations in Your Neighborhood

FEMA/Marvin Nauman

Slide 45
Coincides with Page 5 of the Community Continuity Plan

- Explain that a community continuity plan is not only for their organization alone.
- Point out that it is helpful to collaborate with other organizations when making a community continuity plan.
- Further explain that involving people in their building or neighborhood in the planning team and the plan practice will help their plan to run smoothly during an event.
- Remind the participants that the people from the community mapping exercise would be ideal for joining the community continuity planning team.

Strengthen Your Community Plan

Slide 46
Coincides with Page 6 of the Community Continuity Plan

- Explain that it is important to make note of the essential operations that keep their organization running.
- Point out that these are the types of activities that their organization is a part of that are essential to their organization's survival.
- Further explain that this can include communications. It is important to have a way to communicate at all times during an emergency.
- Also explain that it is helpful to have internet capabilities in their backup location.
- Urge them to create a plan that guarantees the continuity of all of their critical operations: payroll, suppliers, and key personnel. For example, they can use laptops and cell phones to continue operations while the emergency is occurring.

> **Teaching Tip**
> Ask the participants what operations are essential to their organization.

Community Continuity Plan

- List Your Key Personnel
- List Your Suppliers/Contractors
    - Back up Services
- List Your Clients

Slide 47
Coincides with Pages 7 and 8 of the Community Continuity Plan

- Emphasize that it is important to have a list of the key personnel in your organization. These people are essential to keeping the organization running effectively, no matter what occurs.
- Explain that continuity plans keep track of the suppliers and contractors that they use, or the people that provide them with services or use their services. Ask the participants to note the names and contact information for all of these key suppliers.
- Point out that if they move to a new location, they may need services from another organization altogether. Explain that it is important to make note of what other organizations they may need to contact for back up services.
- Further explain that they may need to reach out to those who may be expecting their services, such as clients who may need to come to a new location to receive resources.

Strengthen Your Community Plan

Slide 48
Coincides with Pages 9 and 10 of the Community Continuity Plan

- Explain that having an evacuation plan is essential, and it is helpful to share the plan with nearby organizations as well. It is also helpful to practice the plan, so that everyone knows what to do in the event of an emergency.
- Point out that they can pick a way to signal an evacuation warning, a place to meet after the evacuation, and an evacuation manager to manage the evacuation as it occurs. It is the evacuation manager's job to keep track of every member of the organization, as well as any visitors, by keeping a log of who exits and enters the building.
- Designated floor captains or monitors can take charge of the orderly evacuation of each floor. It is helpful to have evacuation charts clearly posted in the building.
- Further explain that it is useful to know the shelter locations and availability before an emergency occurs. They may need to provide resources in the shelter for employees or visitors with special needs, or bring important items with them, such as laptops and flash drives.

Community Continuity Plan

Red Cross

- Sheltering in Place
    - Emergency Kit with Emergency Supplies
    - Safe Room

Slide 49
Coincides with Page 11 of the Community Continuity Plan

- Explain that sheltering in place may be an option during an emergency.
- Hazardous material events may require sheltering in place. If instructed by local authorities to take shelter, do so immediately.
- Develop a system for knowing who is in the building, establish a warning system – testing it frequently, and plan to communicate with people with hearing impairments or those who do not speak English. Account for all workers, visitors and customers, and speak with co-workers in advance to allow for cooperation. Assign specific duties to employees in advance and create checklists.
- Designate a safe room to go when sheltering in place. Place an emergency kit in the safe room with emergency supplies. Seal the room by locking doors, closing windows, turning off fans, and possibly sealing openings with plastic sheeting and tape, if necessary.
- Monitor the situation through television or radio.
- Multi-floor organizations may need multiple safe room locations.

Strengthen Your Community Plan

Community Continuity Plan

- Communication is Important
- Share Your Continuity Plan Before an Emergency Occurs
- Share Information During Emergencies

FEMA/Mark Wolfe

Slide 50
Coincides with Page 12 of the Community Continuity Plan

- Explain that community continuity plans do not work without communication.
- Point out that it is useful to share the community continuity plan with everyone before an emergency occurs.
- Further explain that during an emergency, it is helpful to share information with everyone as well.
- Urge them to include all forms of communication in their plan, detail the exact method of communication that will be used, decide who is in charge of disseminating information, and where to tune in for that information.
- For example, employees can give out their office and cell phone numbers, as well as email addresses, and the continuity manager can choose which method of communication is most effective. Also, a cloud system can be set up with communication information, or the organization can set up a phone tree. And, someone can be in charge of message development and dissemination during emergencies.

Slide 51
Coincides with Page 13 of the Community Continuity Plan

- Explain that cyber security is also important.
- Protect computer hardware by keeping it away from the elements. Back up data so that the software is protected. Keep backups far enough off site so they are not affected by a hazard or disaster in the same location. The data may be safer in another building, or even in another city or state. Have back up computers, back up software, and digitize important files. Store back up hard copies of your important files. There are companies and online sites that can help backup data. For example, companies such as Tech Soup provide Office 365 in the cloud for nonprofits.
- Computer security training is important. Human resources is especially vulnerable to cybercrime. Safeguard confidential employee data and get the best security possible. Have a clearly understood "acceptable use" policy, as there can be security holes when employees surf the net, maintain personal emails, or access social networking. It is also important to keep wireless networks secure.

Strengthen Your Community Plan

Community Continuity Plan

FEMA/Leif Skoogfors

- Contact Information List
    o In State/Out of State
- Use the Contact Information During an Emergency to Communicate

Slide 52
Coincides with Page 14 of the Community Continuity Plan

- Explain that the continuity manager makes a list of everyone's contact information in case of an evacuation.
- Point out that it is useful if the people in the agency provide in state and out of state contact information in case of evacuation.
- Further explain that it is helpful for their organization to have a plan to contact people during an emergency using this information, such as a phone tree to keep in touch with all of the employees if they are out of state.
- Further point out that vehicles may break down during an evacuation, and it is helpful to know everyone's planned evacuation route beforehand.

Slide 53
Coincides with Page 15 of the Community Continuity Plan

- Explain that as businesses and organizations change, emergency information can change as well.
- Point out that continuity plans include a plan to review their community continuity plan at least once a year.
- Clarify that many organizations update their plan annually, right before hurricane season.

Strengthen Your Community Plan

Strengthen Your Community Plan

Factors for Resilience:

FEMA/Marvin Nauman

- Continuity Team
- Mitigation and Response Website
- Social Networking Communication Plan
- Evacuation and Shelter in Place Plan
- Evacuation Help Sign Up and Help Line

Slide 54

- Point out that an agency can do many things to successfully prepare for a disaster.
- Explain that having a continuity team with a continuity plan is important.
- Further explain that making a mitigation and response website also may be helpful.
- Further point out that a social networking communication plan within their organization and community can help with communications before, during, and after an event.
- Finally, explain that having an evacuation plan, shelter in place plan, and evacuation help sign up and help line can also help members of their organization and community be better prepared.

Synthesis

Resources

Flexibility

Networks & Communication

Community Resilience

Slide 55

- Point out that community resilience is at the intersection of resources, networks and communication, and flexibility.

Teaching Tip
This synthesis slide may not be necessary for your workshop, however, it serves to further explain the complications involved in being resilient.

Strengthen Your Community Plan
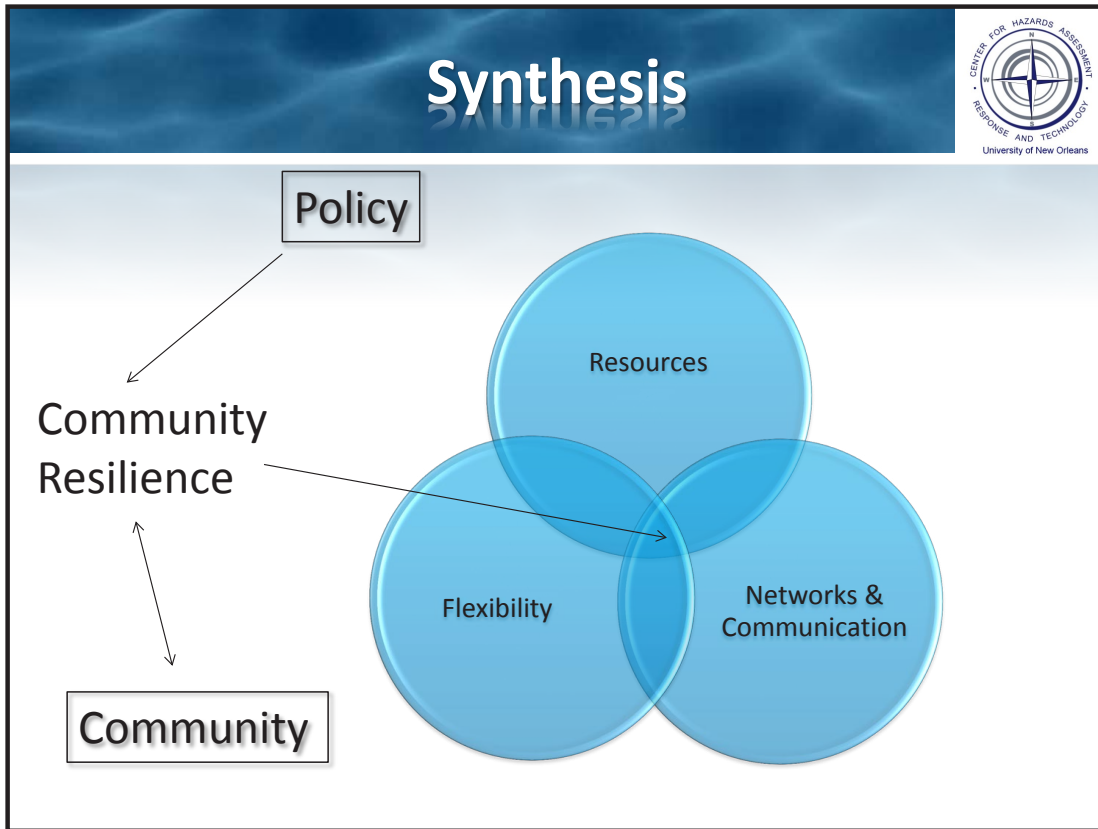
Slide 56

- Further point out that community resilience is not only at the intersection of resources, flexibility, and networks and communication – but it is also affected by policy and community.

Slide 57

- Ask the participants if they have any questions and thank them for participating.

APPENDIX

- Sample flyer
- Sample invitation email
- Sample agenda
- Sample evaluation
- Handouts:
  Community Continuity Plan template
  Thinking about Your Community
- References and Resources

Can you **bounce** back?

Learn what you can do to make your organization and those you serve more resilient.

Community Resilience and Continuity Workshop
Sponsored by

Date
Time
Place

[Letterhead]

Dear _____,

Hurricane season is upon us once again. _____ is offering a series of Community Continuity and Resilience Workshops. On _____ at _____ from _____ to _____, there will be a continuity workshop. There is no charge for this workshop.

In this workshop, we will outline the issues of continuity and preparedness in the face of disaster.

Workshop topics include:

Community Resilience
Understanding Your Hazards
Community Mapping
Ideas for Successful Response and Recovery
Strengthening Your Community Plan

(Talk about your organization here.)

It is our pleasure to work with _____ to develop best practices for preparation and recovery from disasters. Please contact_____ at _____ or _____ to let us know you will be attending.

Thank you,

Name
Position
Organization

Community Continuity and Resilience Workshop
Presented by
Date
Time

AGENDA

Introductions (Speaker)	Time
Community Resilience (Speaker)	Time
Understanding Your Hazards (Speaker)	Time
Community Mapping (Speaker)	Time
Ideas for Successful Response and Recovery	Time
Group Exercise: Strengthen Your Community Plan	Time
Evaluations	Time

EVALUATION

1. How would you rate your overall satisfaction with today's workshop? (1=very dissatisfied and 5=very satisfied)

1   2   3   4   5

After participating in today's workshop, please rate your level of knowledge on the following with 1 being "not at all knowledgeable" and 5 being "extremely knowledgeable."

2. Community Resilience

1   2   3   4   5

3. Hazards in Louisiana

1   2   3   4   5

4. Community Mapping

1   2   3   4   5

5. Making Your Continuity Plan

1   2   3   4   5

6. Are there additional topics you would like to see covered at a continuity workshop?

7. What days or times are most convenient for you to attend future workshops?

8. Please note other organizations that might benefit from this workshop.

9. Additional comments or questions?

Community Continuity Plan

University of New Orleans

Community Continuity Plan

Back up Location and Continuity Manager

Identify a physical back up location. A back up location is a place your agency and personnel can go in order to resume business in the event of an emergency. Enter your back up location below. It would be a good idea to have alternative locations.

Back up Location

_____

_____

_____

_____

Designate a continuity manager to help deal with issues that come up during the emergency. Enter the name of your continuity manager below.

Continuity Manager

Name _____

Position/Title _____

Identify a backup continuity manager if the continuity manager is not available. Enter the name of your back up continuity manager below.

Back Up Continuity Manager

Name _____

Position/Title _____

Emergency Contacts

Make a list of emergency contacts for your organization. These include emergency agencies, your local emergency operations center, your local emergency management agency, as well as contacts essential for your business, such as your insurance provider.

Local Police Department _____

Local Fire Department _____

Emergency Operations Center _____

Emergency Management Agency _____

Insurance Provider _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

Preparing for Hazards

Check off the hazards that could impact your organization. This can include natural hazards, such as high winds due to a hurricane, or man-made hazards, such as industrial accidents. In the space provided, write down ways you can secure your equipment and buildings to protect from each hazard.

Top Louisiana Hazards:

☐ Storm Surge _____

☐ High Winds _____

☐ Flooding _____

☐ Levee Failure _____

☐ Subsidence _____

☐ HazMat Incident _____

☐ Ice Storm _____

☐ Hailstorm _____

☐ Wildfire _____

☐ Dam Failure _____

☐ Heat _____

Community Continuity Plan

Continuity Planning Team

Make a list of everyone who will be involved in your continuity plan. This includes managers, back up managers, those in charge of communications, as well as representatives for the different departments in your organization. Include a person from each department in the continuity planning team, such as administration, human resources, and finance. Wherever you list a person's name, consider adding their title or position as well so that as people retire or move on, the plan will still function if the position is refilled. It is a good idea to have a backup person for each task.

	Name	**Title/Position**
Continuity Manager		
Backup Continuity Manager		
Communications Manager		
Administration Representative		
Human Resources Representative		
Finance Representative		
Other Representative		
Other Representative		
Other Representative		
Other Representative		
Other Representative		
Other Representative		
Other Representative		

Community Continuity Plan

Community Continuity Planning Team

A continuity plan is not only for your organization alone. It is helpful to collaborate with other people who are part of your everyday activities when making your plan. Make a list of all of the nearby, functional, and knowledge-based communities with whom you come into contact. Nearby communities constitute those that are next to you; for example, if you are a church organization, a school next door would be a part of your nearby community. Functional communities are those that provide services for and support your agency. For example, a bank that helps manage your organization's payroll is a part of your functional community. Knowledge-based communities are those with whom you share ideas and information. For example, an agency similar to yours that is outside of the evacuation area. It is helpful to know their contact information and manager or supervisor's name, as they may help in emergencies.

	Company Name	Contact Person	Phone Number
Building Partner 1			
Building Partner 2			
Building Partner 3			
Functional Neighbor 1			
Functional Neighbor 2			
Functional Neighbor 3			
Nearby Neighbor 1			
Nearby Neighbor 2			
Nearby Neighbor 3			
Knowledge-Based Neighbor 1			
Knowledge-Based Neighbor 2			
Knowledge-Based Neighbor 3			

Essential Operations

Make note of the activities that are essential to your organization's survival. Your backup communications plan could include the use of cell phones instead of landlines. Your internet backup plan could include a way to connect to the internet outside of the office. And, your payroll backup plan could include an external hard drive that connects to a portable laptop. Create a plan that guarantees the continuity of all of your critical operations, such as communications, internet, payroll, and any other critical operations that support your organization.

Communications Backup Plan

_____

_____

_____

_____

Internet Backup Plan

_____

_____

_____

Payroll Backup Plan

_____

_____

_____

Other Operations Backup Plan

_____

_____

Key Personnel

It is also important to make note of your key personnel. These are the people that are essential to keeping your organization running effectively.

Department   **Name**   **Title/Position**

_____

_____

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Community Continuity Plan

Suppliers, Contractors, Customers and Clients

Include the suppliers and contractors that you use, or the people that provide you with services or use your services in your continuity plan. If you change location, you may need back up services from another organization that you do not routinely contact. Also, reach out to those who may be expecting your services.

Suppliers and Contractors

Company Name   Contact Person   Phone Number

_____

_____

_____

_____

_____

_____

Customers and Clients

Name   Contact Information

_____

_____

_____

_____

_____

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Evacuation Plan

An evacuation plan is essential for your organization's continuity. For better safety, share your plan with your neighborhood partners as well. Practice the evacuation plan so that everyone knows what to do in the event of an emergency. Identify a way to signal a warning to everyone in your agency. Also, pick a place to meet after the building has been evacuated. Finally, elect an evacuation manager and neighborhood evacuation manager to ensure that the evacuation goes smoothly.

Warning Signal _____

Meet up Location _____

Evacuation Manager _____

Neighborhood Evacuation Manager _____

During an evacuation, keep track of every member of the organization, as well as any visitors. Keep a log of who leaves and enters the building. Designate floor captains or monitors to take charge of the orderly evacuation of each floor. Finally, have a warning system that communicates when an evacuation is warranted, and have evacuation charts clearly posted in the building.

Floor Captain 1 _____

Floor Captain 2 _____

Floor Captain 3 _____

Evacuation Plan - Shelter

Know your shelters and shelter availability before an emergency occurs. Remember to provide for employees or visitors with special needs. Think about what you need to take with you, or your "go bag," including laptops, flash drives, food and water.

Shelter Location

_____

_____

_____

_____

Backup Shelter Location

_____

_____

_____

_____

Go Bag Contents

_____

_____

_____

_____

Sheltering in Place

Sheltering in place may be required during an emergency. Hazardous material events are usually no notice events that require sheltering in place. Make note of any highways, railroads, or chemical plants nearby your organization. If instructed by local authorities to take shelter, do so immediately. Designate a safe room to go to when sheltering in place. Multi-floor organizations may need multiple safe rooms so that there is a safe room on each floor. When sheltering in place, seal the room by locking the doors, closing the windows, turning off fans, and sealing the openings with plastic sheeting and tape. Place an emergency kit in each safe room with emergency supplies. While sheltering in place, monitor the situation through television or radio, and make sure you have a way to communicate with people outside of your safe room.

Nearby Hazardous Areas _____

Safe Room 1 _____

Safe Room 2 _____

Safe Room 3 _____

Emergency Kit Contents _____

_____

Warning System

Develop a system for knowing who is in the building at all times. Establish a warning system and test it frequently. Designate a way to communicate with people with hearing impairments or those who do not speak English. Similar to an evacuation, account for all workers, visitors, and customers. Speak with co-workers in advance in order to assign specific duties to employees and create checklists for sheltering in place successfully.

Warning System Manager _____

Warning System Details _____

Visitor Accounting Manager _____

Employee Accounting Manager _____

Checklist Manager _____

Communication Plan

Continuity plans do not work without communication. Share the continuity plan with everyone before an emergency occurs. Before an emergency, develop a way to share information with everyone during the event. Include all forms of communication in your plan, detail the exact method of communication that will be used, decide who is in charge of disseminating information, and where to tune in for that information.

Communication Manager _____

Backup Communication Manager _____

Communication Method _____

Information Broadcaster _____

Backup Information Broadcaster _____

Broadcast Method 1 _____

Broadcast Method 2 _____

Broadcast Method 3 _____

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Cyber Security

Include cyber security in your continuity plan.

Protect computer hardware by keeping it away from the elements.

Computer Protection Method _____

Back up data so that the software is protected.

Data Backup Method _____

Keep the backed up data far enough off site so it is not affected by a hazard or disaster in the same location. The data may be safer in another building, or even in another city or state.

Offsite Backup Data Location _____

Have backup computers, backup software, and digitize important files. Store backup hard copies of your important files. There are companies and online sites that can help you backup your data, such as Dropbox and SkyDrive.

Onsite Backup Storage Location _____

Computer security training is important. Human resources are especially vulnerable to cybercrime. Safeguard confidential employee data and get the best security possible by implementing a firewall.

Security Training Plan _____

Security Software _____

Have a clearly understood "acceptable use" policy, as there can be security holes when employees surf the net, maintain personal emails, or access social networking. Distribute the acceptable use policy companywide.

Acceptable Use Policy _____

_____

Wireless networks can also be secured by using passwords and changing them frequently.

Password Policy _____

Evacuation Contact Information

Have the continuity manager make a list of everyone in your organizations' contact information. Have the people in your organization offer in state and out of state contact information in case of evacuation. Have a plan to contact people during an emergency using this information.

Name	In State	Out of State
Name	In State	Out of State
Name	In State	Out of State
Name	In State	Out of State
Name	In State	Out of State
Name	In State	Out of State
Name	In State	Out of State
Name	In State	Out of State
Name	In State	Out of State

Methods of Contact:

_____

_____

Community Continuity Plan

Plan Review

As your organization changes, your continuity information can change as well. Plan to review your continuity plan at least once a year. It might be a good idea to review the plan before each hurricane season.

| _____ | _____ | _____ |
| Review Date | Updates Completed Date | Continuity Manager |

| _____ | _____ | _____ |
| Review Date | Updates Completed Date | Continuity Manager |

| _____ | _____ | _____ |
| Review Date | Updates Completed Date | Continuity Manager |

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| Review Date | Updates Completed Date | Continuity Manager |

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| Review Date | Updates Completed Date | Continuity Manager |

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| Review Date | Updates Completed Date | Continuity Manager |

| _____ | _____ | _____ |
| Review Date | Updates Completed Date | Continuity Manager |

Thinking About Your Community

Nearby	Functional	Knowledge-Based

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