



**Middlesex County  
Community Economic Resilience**

**A Guide for the Business Community**

**Sponsored by:**



*This guide is designed to help businesses in Middlesex County protect their assets, operations, facilities and most importantly, their people.*

*The Middlesex County Chamber of Commerce, with the support of Eversource, is taking the lead in trying to make our business community and our regional economy as resilient as possible.*

*The primary goal of community economic resilience is to protect local jobs and the local tax base, and promote increased employer and employee awareness of natural and man-made hazards. We are encouraging our member businesses to develop emergency preparedness and business continuity plans.*

*Let's work together to protect what we've worked so hard to build.*

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or [jeffrey@middlesexchamber.com](mailto:jeffrey@middlesexchamber.com).**

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*Prepare your organization using this business continuity plan template provided by IBHS - The Insurance Institute for Business & Home Safety. Use it to create a basic but complete plan for you and your business. It will take you only ~1 hour to create a plan that ensures your ability to continue critical business processes during and after a disaster.*

### **Page 21: Active Shooter Situation**

*Share this expert guidance summary with your employees to know how to respond to an active shooter in your workplace.*

### **Page 22: Federal (DHS) Active Shooter Guidance Poster**

*Print and display this DHS poster included as a reminder of responses should they be needed.*

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*A more extensive, in-depth guide for preventing, responding to and mitigating an active shooter attack.*

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*Provide guidance for employees and their families by modifying this "Family Plan" example provided by Eversource as you deem appropriate for your organization.*

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*Be Red Cross Ready (Prepared by American Red Cross) is a complete home preparation guide. It is a fully supported program with additional resources at*

***<https://www.redcross.org/get-help/how-to-prepare-for-emergencies.html>***



A PROGRAM OF IBHS

*Prepared by the Insurance Institute for Business & Home Safety (IBHS), which is an independent, nonprofit, scientific research and communications organization supported by the property insurance industry. The Institute works to reduce the social and economic effects of natural disasters and other risks on residential and commercial property by conducting building science research and advocating improved construction, maintenance and preparedness practices.*

**THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.**



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## Overview

The Insurance Institute for Business & Home Safety (IBHS) has developed a new streamlined business continuity program for small businesses that may not have the time or resources to create an extensive plan to recover from business interruptions. IBHS is a leading national expert on preparing for, and repairing, rebuilding, and recovering from catastrophes both large and small. IBHS' mission is to conduct objective, scientific research to identify and promote effective actions that strengthen homes, businesses, and communities against natural disasters and other causes of loss.

IBHS' original business continuity program is called Open for Business®, or OFB. The new program, OFB-EZ®, is designed to be simple to use, administer and implement. With OFB-EZ, you can follow the same disaster planning and recovery processes used by larger companies – but without a large company budget. OFB-EZ is user-friendly and does not require any previous experience with or knowledge of business continuity planning.

This toolkit will help you:

1. identify the business activities that are essential for continued operation during a disruption;
2. deal with risks your organization faces; and
3. create an easy-to-use recovery plan tailored to your business, giving you confidence if the worst occurs.

Statistics show that one in four businesses forced to close because of a disaster never reopen. Small businesses, which form the backbone of the United States economy, are particularly at risk. IBHS' ultimate goal is for every small business to prepare a plan that will enable them to withstand and recover from any type of disruption.



## THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.

# Know Your Risks

Knowing your risks will help you evaluate the extent of your business' vulnerability to disruptions.

How potential threats impact each business varies considerably because no two businesses are exactly alike. Differences in location, industry, culture, business structure, management style, work functions and business objectives affect how you choose to protect your business from threats and how you respond to and recover from a business disruption.

The two biggest mistakes many small businesses make are failing to identify a potential threat, and underestimating the severity of a known potential threat. After completing the risk assessment, you will be able to determine the greatest threats to your business, the likelihood or probability for each of those threats, how severe each event could be, and the potential impact on each business function or process.

### Identify Your Threats.

Use the Vulnerability and Risk Assessment to determine the threats that are likely to affect your business. Add any additional threats you are exposed to that are not already listed.

### Rank the Probability of Threats.

How likely is it to happen? Assign a rank of 0 to 5 in the Probability Level row.

### Rank the Severity of Threats.

You will need to assess the potential impact of each threat, which means the amount of damage the event is capable of causing. To measure the potential damage, think about the duration, magnitude, and the extent of the potential threat's reach (e.g., just one floor of your building, the entire structure, a neighborhood, the entire region, etc). After assessing all these factors, assign a rank of 0 to 5 in the Severity Level row.

### Multiply the Probability and Severity Scores for Each Threat.

Once you have ranked the probability and severity levels for each threat, multiply values and record the total in the Total Value column.

The highest ranking threats (17-25) are those you will need to plan for as soon as possible. You should assume those hazards will strike your business, and determine what controls you have in place or could implement to minimize your risk.

### RECOMMENDATIONS:

For a list of natural hazards that may affect your business' location, use the [Insurance Institute for Business & Home Safety's \(IBHS\) ZIP Code tool](#) to identify hazards in your area, and generate a customized list of projects that can reduce your risk.

You also should consider damage to infrastructure (e.g., roads, bridges, electric power, etc.) that could affect your ability to resume operations, and develop possible workarounds to expedite recovery.

In addition, contact your local emergency management office to obtain a copy of your community's hazards vulnerability analysis for a list of possible natural and man-made hazards that could affect your area.

### About the Form

You should review and update your Vulnerability and Risk Assessment every six months. You will find that new ideas or considerations will surface each time, helping you refine our thinking and modify your plan. It is important to establish a maintenance program to keep your plan's contents current and relevant.



# Know Your Risks

Use this form to review potential threats. Fill in one field or probability and one field or severity. Finally, multiply the probability and severity levels and enter the total in the total value column.

| THREATS   | Probability (0-5) | Severity (0-5) | Total |
|---|-------------------|----------------|-------|
| Earthquake  |                   |                |       |
| Tornado/Wind/Hurricane                            |                   |                |       |
| Flood   |                   |                |       |
| Severe Winter Weather                             |                   |                |       |
| Interior Fire                                     |                   |                |       |
| Wildfire  |                   |                |       |
| Loss/Illness of Key Staff                         |                   |                |       |
| Workplace Violence                                |                   |                |       |
| Software/Hardware Failure                         |                   |                |       |
| Power Outage                                      |                   |                |       |
| Loss of Utilities (water, gas, electricity, etc.) |                   |                |       |
| Pandemic/Epidemic/Flu                             |                   |                |       |
| Loss of Premises                                  |                   |                |       |
| Other   |                   |                |       |



## THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.

# Know Your Operations

Your ability to respond quickly to any type of business disruption could make the difference between survival and closure.

Determine the maximum amount of time you can endure being closed after a disaster occurs by identifying your key business functions and processes, and decide how long you can go without being able to perform them.

### Consider the following:

- What is your main product/service?
- How do you produce this product/service?
- What are the things that could most likely impact your ability to do business?
- If your business were impacted, who would you need to call? How would you reach them?
- What other business functions and processes do you perform to run your overall business?
- Which of these business functions and processes have legal, contractual, regulatory or financial obligations?
- Can the function be performed off-site? What equipment is needed?
- How much downtime can you tolerate for each function?
- What are the consequences if the function cannot be performed?
- Can your business survive without a specific function?

### RECOMMENDATIONS:

Think about your employees and what activities they perform on a daily, weekly, monthly, and annual basis. Think about the functions and processes required to run your business in: accounting/finance; production/service delivery; sales/marketing; customer service; human resources; administration; information technology; and purchasing.

### About the Form

Rate each function with a priority level of Extremely High, High, Medium or Low, and complete a separate form for each one. Consider any workarounds methods or possible backups for each function. Determine whether there are any temporary processes that can be implemented until a permanent solution is available. Document detailed procedures for workarounds, including any additional resources required. It is important to establish a maintenance program to keep your plan's contents current and relevant - review your business functions and processes every six months.



# Know Your Operations

Use this form to identify what business functions are critical to your business' survival. Duplicate the form for each business function.

Updated: \_\_\_\_\_  
Next Review Date: \_\_\_\_\_

## BUSINESS FUNCTION:

---

**Priority:**     Extremely High     High     Medium     Low

Employee in charge: \_\_\_\_\_

Timeframe or deadline: \_\_\_\_\_

Money lost (or fines imposed) if not done \_\_\_\_\_

Obligation:     None     Legal     Contractual     Regulatory     Financial

### 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: \_\_\_\_\_

\_\_\_\_\_

Notes: \_\_\_\_\_

\_\_\_\_\_



## THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.

# Know Your Employees

Your employees are your business' most valuable asset. Suppose an emergency prevents access to your business.

- Would you know how to reach your employees?
- Do you have current home and mobile telephone numbers, addresses, email addresses, and emergency contact information?
- Is your employees' contact information available outside your business location?

Current employee contact information will enable you to reach employees to determine their safety and whereabouts, inform them about the status of your operations, where, when and if they should report, and what to do following a disaster.

Two-way communication with employees is critical before, during and after a disaster. Create an employee telephone calling tree and an emergency call-in voice recording telephone number, and know how to email and text your employees. Designate a telephone number where employees can leave messages.

Determine what assistance is needed for employees with disabilities or special needs, such as communications difficulties, physical limitations, equipment instructions and medication procedures. Determine whether employees are caring for individuals with special needs, which could prevent them from being available during a disaster. Identify employees who are certified in first Aid and CPR, and those with special skills that could be helpful during emergencies.

Employee preparedness can make the difference between whether your business is able to effectively recover from a disaster or not. Encourage employees to make personal emergency preparedness plans. The more prepared your employees are at home, the faster they will be able to return to work to help your business respond and recover from a disaster.

### RECOMMENDATIONS:

To maintain your communication readiness, have your employees review and update their contact information at least every six months. Create a special emergency email account using free services provided by Yahoo, Gmail, Hotmail, etc., to enable people to contact the company regarding their status. Be sure all employees know how to access the emergency account.

### About the Form

Document employee contact and emergency contact information and key responsibilities. Is there someone who can perform these functions during an emergency? Make sure that special skills are not known by only one person. It is important to establish a maintenance program to keep your plan's contents current and relevant - review your employee contact information every six months.



# 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. Duplicate the form for each employee.

Updated: \_\_\_\_\_

Next Review Date: \_\_\_\_\_

## EMPLOYEE NAME:

Position/title: \_\_\_\_\_

Home address: \_\_\_\_\_

City, State, ZIP: \_\_\_\_\_

Office phone: \_\_\_\_\_ Ext. \_\_\_\_\_ Alternate phone: \_\_\_\_\_

Home phone: \_\_\_\_\_ Mobile phone: \_\_\_\_\_

Office e-mail: \_\_\_\_\_

Home e-mail: \_\_\_\_\_

Special needs: \_\_\_\_\_

## Certifications:

First Aid  Emergency Medical Technician (EMT)  CPR  Ham Radio

Other: \_\_\_\_\_

Special licenses: \_\_\_\_\_

## 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: \_\_\_\_\_



## THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.

# Know Your Key Customers, Contacts, Suppliers and Vendors

Preparedness planning is about being ready to manage any disruption to ensure the continuation of services to your customers. Your key customers need to know that you can provide “business as usual” even if others around you are experiencing difficulty. They will want to know that you are still in business or how soon you will be back and how the disruption will affect their operations. Maintaining up-to-date contact information for your key customers, contacts, suppliers, and vendors is critical.

The ability to resume your business operations relies on the capability of your suppliers and vendors to deliver what you need on time.

- Be sure your suppliers and vendors are not all in the same geographic location as you.
- Have alternate or backup suppliers and shippers in place.
- Request copies of your suppliers’ business continuity plans.
- Establish a notification list and procedures.

Key contacts are those you rely on for administration of your business, such as:

- Accountant
- Bank
- Billing/Invoicing Service
- Building
  - Manager/Owner
  - Security
- Insurance Agent/Broker
- Insurance Company
- Internet Service Provider
- Payroll Provider
- Public Works Department
- Telephone Company
- Utilities

You may lose customers if you cannot meet their needs due to your own business disruption. After an event, it is important to keep customers informed about the status of your business, your product or service, delivery schedules, etc., and to develop mutually agreeable alternative arrangements.

### RECOMMENDATIONS:

Identify various ways to communicate with customers after a disaster, such as direct telephone calls, a designated telephone number with a recording, text, e-mail, Twitter, Facebook, or announcements on your company website, by radio or through a newspaper.

### About the Form

Be sure your customers know in advance how to obtain up-to-date information about the status of your business operations in the event of a disruption or major disaster.



# Know Your Key Customers, Contacts, Suppliers and Vendors

Use this form to record information about your current suppliers, those you could use as an alternate choice and your key customers and contacts. Duplicate the form for each contact.

Updated: \_\_\_\_\_

Next Review Date: \_\_\_\_\_

## CONTACT TYPE:

Current Supplier/Vendor

Back-Up Supplier/Vendor

Key Customer/Contact

## Company /Individual Name:

Account Number : \_\_\_\_\_

Materials/Service Provided: \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Company Phone: \_\_\_\_\_

Website: \_\_\_\_\_

## Company Representative

Primary Contact: \_\_\_\_\_

Title: \_\_\_\_\_

Office Phone: \_\_\_\_\_

Mobile Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Alternate Contact: \_\_\_\_\_

Title: \_\_\_\_\_

Office Phone: \_\_\_\_\_

Mobile Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.

# Know Your Information Technology

Information and information technology (IT) are the lifeblood of most businesses, and must be included in your business continuity plan. Without access to your computer hardware, software, and digital data, your business operations can come to a standstill. It is likely that you communicate with or conduct business with your customers, partners, suppliers, and vendors via the Internet, which means your business is dependent on your computer system's connectivity and data communications.

Shut down and unplug all your computer hardware before an event to avoid serious damage due to power fluctuations. Consider elevating or moving equipment offsite. Have your employees take laptop computers home each day so they can work offsite if necessary.

Determine which data and records are vital to perform the critical functions identified in [Now Your Operations](#) section, and be sure they are backed up on one or more types of media. Store a backup copy onsite for use during small disasters, such as a failed hard drive, and store a second copy in a safe offsite location that can be easily accessed during large disasters.

Regularly backup your vital data and records. Move the backups to a different fire loss zone, safe deposit box or owner's home. The goal is to ensure your data and IT systems are available as you resume operations.

### RECOMMENDATIONS:

Keep a backup copy of your computer's operating system, boot file, critical software, and operations manuals.

- Backup computer files, including payroll, tax, accounting and production records.
- Maintain an up-to-date copy of computer and Internet login codes and passwords.
- When possible, keep hard copies of critical virtual files onsite.
- Make arrangements with IT vendors to replace damaged hardware and software, and/or to set-up hardware and software at a recovery location.
- Request written estimates for rental or purchase of equipment, shipping costs and delivery times. Be sure to list these companies on your supplier and vendor form.
- When flooding is possible, elevate computer equipment stored on the floor.

### About the Form

If your computer equipment is damaged or destroyed, you will need to lease or purchase new hardware and replace your software. Make a list of everything you would need to order. The important thing is to know what is needed to perform your critical business functions. It is important to establish a maintenance program to keep your plan's contents current and relevant - review your information technology information every six months.



# Know Your Information Technology

Use this form to list the computer equipment, hardware and software, vital records and your back up processes that you will need to fulfill our critical business functions. Duplicate the form for each item or record.

Updated: \_\_\_\_\_

Next Review Date: \_\_\_\_\_

**TYPE:** \_\_\_\_\_

- Computer Equipment/Hardware    Computer Software    Vital Records

**Item:**

Title and Version/Model Number: \_\_\_\_\_

Serial/Customer Number: \_\_\_\_\_

Registered User Name: \_\_\_\_\_

Purchase/Lease Price: \$ \_\_\_\_\_

Purchase/Lease Date: \_\_\_\_\_

Quantity (equipment) or Number of Licenses (software): \_\_\_\_\_

License Numbers: \_\_\_\_\_

Technical Support Number: \_\_\_\_\_

Primary Supplier/Vendor: \_\_\_\_\_

Alternate Supplier/Vendor: \_\_\_\_\_

Notes: \_\_\_\_\_

**Name of vital record:**

Name of Business Function Vital Record Supports: \_\_\_\_\_

Type of Media: \_\_\_\_\_

Is It Backed Up? \_\_\_\_\_

How Often is it Backed Up? \_\_\_\_\_

Type of Media for Backup: \_\_\_\_\_

Where is it Stored? \_\_\_\_\_

Can the Record be Recreated? \_\_\_\_\_

Notes: \_\_\_\_\_



## THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.

# Know Your Finances

The time to prepare your business' finances is before a disaster occurs. Preparing your business financially now so it is ready to respond, recover, and continue operating when a business disruption occurs is just as critical as knowing exactly what to do when disaster strikes.

Here are some disaster preparedness ideas to consider:

### Have an emergency cash reserve fund.

- You may need cash in order to purchase supplies or equipment, or relocate your business temporarily.

### Have credit available.

- If you don't have enough cash in your emergency fund, be sure to have a line of credit or a credit card available.

### Identify financial obligations and expenses that must be paid.

- You should not assume that because your area got hit by a disaster your suppliers, vendors and creditors are aware of the situation and are automatically granting extensions. Items such as mortgage, lease, or rental payments may still need to be made even after a disaster strikes your business.

### Consider creating a policy regarding payroll during and after a disaster.

- Payroll is often overlooked in business continuity planning. You should not assume that your employees will continue to work without pay during or after a disaster. Be sure your employees are aware of your payroll continuity plans ahead of time in order for them to plan for their personal financial obligations.
- Establishing clear strategies and procedures for controlling costs, reporting information to appropriate groups and clearly budgeting for and tracking what is actually spent during a significant disruption can have a positive impact on the business' bottom line performance and recovery.

## RECOMMENDATIONS:

It is critically important to protect your place of business, your contents and inventory, and/or your production processes with adequate insurance.

- Evaluate your insurance policies and meet regularly with your insurance agent/broker to be sure you understand your coverage, deductibles and limits, and how to file a claim
- Most policies do not cover flood or earthquake damage and you may need to buy separate insurance for those events.
- Consider a policy that will reimburse you for business disruptions in addition to physical losses.
- Consider business income (or business interruption) and extra expense insurance. Even if you have to close your doors for a limited period, the impact on your revenue and net income can be substantial.
- Consider adding contingent business income coverage to your basic policy to be sure you are covered for expenses and loss of net business income, as well as income interruptions due to damage that occurs away from your premises, such as to your key customers, suppliers or utilities.

## About the Form

Use the checklist when creating your financial strategy for your business resilience. It is important to establish a maintenance program to keep your plan's contents current and relevant - review your finances every six months.



# Know Your Finances

Use this checklist to consider and plan for your business' financial needs in the event of a disruption.

Updated: \_\_\_\_\_

Next Review Date: \_\_\_\_\_

## Overall Business Needs

Have you worked with your bank to set up a line of credit for your company?

Who is responsible to activate it and who has access to it? \_\_\_\_\_

How much cash would be needed to survive a 3-day, 5-day, 10-day, or longer shutdown?

For what purpose is the cash needed? \_\_\_\_\_

Will you have that cash on hand? \_\_\_\_\_

Who would make the decision to utilize the cash? \_\_\_\_\_

Who would have access to the cash? \_\_\_\_\_

Do you have sufficient cash to pay for various additional services that might be needed, such as janitorial or security services?

Do you have a company credit card that could be used for emergency purchases?

Who is authorized to use the credit card? \_\_\_\_\_

Will you be able to pay your bills/accounts payable?

Do you have procedures in place to accommodate a business disruption? \_\_\_\_\_

Will you be able to continue to accept payments from customers/accounts receivable?

Do you have procedures in place to accommodate a business disruption? \_\_\_\_\_

Have you identified an alternate location where you can work?

## Human Resources

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

If your business is forced to shut down temporarily, will some or all employees continue to be paid?

For how long? \_\_\_\_\_

Will they be able to use their sick and/or vacation time without restriction? \_\_\_\_\_

Are there union considerations? \_\_\_\_\_

Have your employees been made aware of your policies that will be in place during a disruption? \_\_\_\_\_

If banks are closed, will your business provide payroll-cashing services?

What is your business' policy on cash advances, check cashing, and employee loans? \_\_\_\_\_

Will your employees be expected to work overtime? \_\_\_\_\_



## THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.

# Know When to Update Your Plan

For your plan to be successful when a business disruption occurs, it needs to be continually maintained and updated. One effective way to do this is to include business continuity planning anytime there are changes in your business or your location – basically, in every business decision you make. Keep your employees up-to-date with any plan changes as this will help when they need to put the plan into action, which in turn will reduce the negative impact to your business.

### **Maintenance is fairly straightforward. Repeat the following process every six months:**

- Have your employees review the plan.
- Is anything out of date?
- Has all contact information been verified and updated?
- Have your procedures changed?
- Have there been any changes in business priorities?
- Have responsibilities changed?
- Document any changes.

Finally, test your plan and conduct exercises with your key employees. Until you test your plan for vulnerabilities you may not see where the gaps are in keeping your business going during a disruption. No plan or set of documents should remain sitting on a shelf.

Conducting exercises or drills are effective ways to test your plan, engage employees and train them. The following pages include an exercise that deals with a power outage. Once you learn the basics of conducting an exercise, you can easily generate your own scenario.

Another option to test your plan is to pose this scenario to employees at the end of a staff meeting: “If the alarm in this building were to go off, we would exit the building. Once outside we are told that we cannot go back into the building for one week. What would you do? How would you continue to work?” This will get people thinking about the possibilities and get them on board with your program. You may be surprised at your employees’ increased level of growth and maturity when it comes to making the correct decisions following a disaster. This type of exercise can also be a great team building activity.

### **About the Form**

Disaster exercises provide opportunities for you to: test company disaster readiness; train employees through practice; improve employees’ ability to make informed decisions when responding to an emergency; identify what needs to be done during and after a disaster; and examine a specific scenario or situation more closely.

Gather your team, key employees and anyone else who would benefit from the exercise, present the power outage scenario, and begin the discussion with the questions provided. This can be done informally, such as during lunch or as part of a staff meeting.



## Know When to Test Your Plan Table Top Exercise: Power Outage Scenario

It is a hot, rainy Friday morning. The current time is 11:30 AM. Suddenly, the lights go out and all of the computers, printers, and copiers turn off. For a few seconds, there is silence before the chatter begins to pick up. One of your emergency lights comes on, but the rest are not working. While many of the offices have windows to provide minimal light, the majority of the hallways and interior rooms are left in the dark.

1. Take the first 10 minutes to discuss what you will do next.

It is now 1:00 PM and the lights still are not on. The building HVAC has been off now for 1 ½ hours and the temperature inside the building is gradually becoming unbearable. Your entire power grid is without power. There is no word from the electric company about restoration of power.

2. Now what are you going to do?
3. Is your technology/computer room being dealt with? By whom?
4. Has someone turned off all computers, printers, and equipment to prevent electrical surge when power is restored?
5. Is your phone system down? How are you going to manage the phone lines?

It is now 2:00 PM. Employees are asking if they can leave early. The word around town is that the power might not be restored for several days.

6. How will you communicate this message? What instructions will you convey to your employees? Customers? Vendors?
7. Are you going to declare a disaster in order to activate your business continuity plan?
8. Continue your discussion with the following questions:
9. How are people within the organization communicating with each other (e.g., sending and receiving messages, information, and response details)? How are they communicating with other stakeholders (e.g., your customers and clients, the media)?
10. Is there a pre-determined and agreed upon central meeting place for company leaders, management, and employees?
11. Is there a copy of your business continuity plan that you can easily retrieve?
12. Are there any business processes for which there are manual workarounds? If so, discuss how that would happen.
13. How would you find an appropriate place to operate from for the remainder of the day? For the next one or two weeks, if necessary?
14. Have you begun an assessment that includes an evaluation of the status of employees, customers, operations, and external utilities?
15. How would you ensure that customer concerns are managed?
16. Have you begun to determine how much data was lost and how that will affect your operations?
17. Some employees are asking, "How will I know if I should come to work Monday?"





## THE EASY WAY TO PREPARE YOUR BUSINESS FOR THE UNEXPECTED.

### Know Where To Go for Help

Your relationship with your community and outside agencies can strengthen your ability to protect your employees and property and return to normal operations. Maintain a channel of communication with community leaders, public safety organizations such as the police, fire and emergency medical services, government agencies, utility companies, and others. Working together with outside agencies can be beneficial because they can provide a wealth of information to help you recover quickly from a disaster.

Refer to the resources below for more information about implementing disaster safety recommendations to help you prepare for and recover from natural or other types of disasters.

#### Insurance Institute for Business & Home Safety

In addition to providing this free business continuity tool kit, IBHS provides free disaster preparedness and property protection guidelines, recommendations and projects for small businesses. The Institute also offers post-disaster recommendations on repairing and rebuilding to make your building(s) stronger and safer the next time a disaster strikes.

<http://disastersafety.org>

#### American Red Cross

Among other disaster preparedness and response services, the Red Cross offers a number of preparedness training programs and resources for workplaces, families, and individuals.

[www.redcross.org](http://www.redcross.org)

#### Business Civic Leadership Center – Disaster Help Desk

The BCLC Help Desk is designed to enhance community economic recovery after a disaster. The Help Desk provides on-the-ground coordination of information among businesses, local chambers of commerce, NGOs, government responders, and disaster recovery specialists.

<https://www.uschamberfoundation.org/site-page/disaster-help-desk-business>

#### DisasterAssistance.gov

Provides information on how you might be able to get help from the federal government before, during and after a disaster. If the President of the United States makes help available to individuals in your community after a disaster, you can visit this site to apply online.

<http://www.disasterassistance.gov>

#### Federal and Local Emergency Management Agencies

Even the largest, most widespread disasters require a local response. Local emergency management programs are the core of the nation's emergency management system.

<https://www.fema.gov/emergency-management-agencies>

#### Internal Revenue Service–Disaster Assistance and Emergency Relief for Businesses

The IRS offers audio presentations about planning for disaster. These presentations discuss business continuity planning, insurance coverage, record keeping and other recommendations for staying in business after a major disaster.

<http://www.irs.gov/Businesses/Small-Businesses-&Self-Employed/Disaster-Assistance-and-Emergency-Relief-for-Individuals-and-Businesses-1>

#### Small Business Administration

The U.S. Small Business Administration provides loans, loan guarantees, contracts, counseling sessions and other forms of assistance to small businesses following a disaster.

<http://www.sba.gov/>

<https://www.sba.gov/business-guide/manage/prepare-emergencies-disaster-assistance>

#### Small Business Development Centers

The SBDC assists small businesses with financial, marketing, production, organization, engineering and technical problems, as well as feasibility studies.

<http://www.sba.gov/content/small-business-development-centers-sbdcs>  
<http://www.asbdc-us.org/>

## Acknowledgments

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## Feedback

IBHS welcomes your feedback and comments about the OFB-EZ recovery planning toolkit, including the usefulness of your plan when a business disruption or workplace disaster occurs. Your feedback will help IBHS improve the tool for future users, and your story may help encourage others to develop a business continuity plan. Please send any feedback to [info@ibhs.org](mailto:info@ibhs.org).



OFB-EZ is a program of the Insurance Institute for Business & Home Safety  
Download this document at [DisasterSafety.org/open-for-business](http://DisasterSafety.org/open-for-business)

# Active Shooter Situation Guidance

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area. In most cases, active shooters use firearm(s) and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, **before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.**

## EVERYDAY GOOD PRACTICES:

- **Be aware of your environment and any possible dangers**
- **Take note of the two nearest exits in any facility you visit**

## Run if evacuation is possible.

- If there is an escape path, attempt to evacuate
- Evacuate whether others agree to or not
- Leave your belongings behind
- Help others escape if possible
- Prevent others from entering the area
- Call 911 when you are safe

## Hide if evacuation is not possible.

- Lock and/ or blockade door
  - Silence cell phone, turn off lights
  - Hide behind large objects
  - Remain very quiet
- To the extent possible, your hiding place should....
- ....be out of the shooters view;
  - ....provide protection if shots are fired in your direction;
  - ....not trap or restrict your options for movement.

## Fight as a last resort and only if your life is in danger.

- Attempt to incapacitate the shooter
- Act with physical aggression
- Improvise weapons
- Commit to your actions

## CALL 911 WHEN IT IS SAFE TO DO SO!

When law enforcement arrives:

- Remain calm and follow instructions
- Keep your hands visible at all times
- Avoid pointing or yelling
- Know that help for the injured is on the way

Info to provide to law enforcement or 911:

- Location of the active shooter
- Number of shooters, if applicable
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location

# HOW TO RESPOND

## WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

QUICKLY DETERMINE THE MOST REASONABLE WAY TO PROTECT YOUR OWN LIFE. CUSTOMERS AND CLIENTS ARE LIKELY TO FOLLOW THE LEAD OF EMPLOYEES AND MANAGERS DURING AN ACTIVE SHOOTER SITUATION.

### 1. Run

- Have an escape route and plan in mind
- Leave your belongings behind
- Keep your hands visible

### 2. Hide

- Hide in an area out of the active shooter's view.
- Block entry to your hiding place and lock the doors

### 3. Fight

- As a last resort and only when your life is in imminent danger.
- Attempt to incapacitate the active shooter
- Act with physical aggression and throw items at the active shooter

**CALL 911 WHEN IT IS SAFE TO DO SO**

## HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES ON THE SCENE

### 1. HOW YOU SHOULD REACT WHEN LAW ENFORCEMENT ARRIVES:

- Remain calm, and follow officers' instructions
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as attempting to hold on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

### 2. INFORMATION YOU SHOULD PROVIDE TO LAW ENFORCEMENT OR 911 OPERATOR:

- Location of the victims and the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location

## RECOGNIZING SIGNS OF POTENTIAL WORKPLACE VIOLENCE

**AN ACTIVE SHOOTER MAY BE A CURRENT OR FORMER EMPLOYEE. ALERT YOUR HUMAN RESOURCES DEPARTMENT IF YOU BELIEVE AN EMPLOYEE EXHIBITS POTENTIALLY VIOLENT BEHAVIOR. INDICATORS OF POTENTIALLY VIOLENT BEHAVIOR MAY INCLUDE ONE OR MORE OF THE FOLLOWING:**

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism, and/or vague physical complaints
- Depression/Withdrawal
- Increased severe mood swings, and noticeably unstable or emotional responses
- Increasingly talks of problems at home
- Increase in unsolicited comments about violence, firearms, and other dangerous weapons and violent crimes



Contact your building management or human resources department for more information and training on active shooter response in your workplace.



# ACTIVE SHOOTER HOW TO RESPOND



October 2008

# Emergency Numbers

EMERGENCY SERVICES: 9 -1 -1

LOCAL EMERGENCY INFORMATION LINE: \_\_\_\_\_

LOCAL POLICE DEPARTMENT: \_\_\_\_\_

LOCAL FIRE DEPARTMENT: \_\_\_\_\_

LOCAL HOSPITAL: \_\_\_\_\_

LOCAL FBI FIELD OFFICE: \_\_\_\_\_

FACILITY SECURITY: \_\_\_\_\_

FACILITY ADDRESS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

FLOOR: \_\_\_\_\_ SUITE/ROOM: \_\_\_\_\_

OFFICE #: \_\_\_\_\_ EXT. \_\_\_\_\_

## PROFILE OF AN ACTIVE SHOOTER

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

### Good practices for coping with an active shooter situation

- Be aware of your environment and any possible dangers
- Take note of the two nearest exits in any facility you visit
- If you are in an office, stay there and secure the door
- If you are in a hallway, get into a room and secure the door
- As a last resort, attempt to take the active shooter down. When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her.

**CALL 911  
WHEN IT IS SAFE TO DO SO!**

## HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.

### 1. Evacuate

If there is an accessible escape path, attempt to evacuate the premises. Be sure to:

- Have an escape route and plan in mind
- Evacuate regardless of whether others agree to follow
- Leave your belongings behind
- Help others escape, if possible
- Prevent individuals from entering an area where the active shooter may be
- Keep your hands visible
- Follow the instructions of any police officers
- Do not attempt to move wounded people
- Call 911 when you are safe

### 2. Hide out

If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.

Your hiding place should:

- Be out of the active shooter's view
- Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door)
- Not trap you or restrict your options for movement

To prevent an active shooter from entering your hiding place:

- Lock the door
- Blockade the door with heavy furniture

If the active shooter is nearby:

- Lock the door
- Silence your cell phone and/or pager
- Turn off any source of noise (i.e., radios, televisions)
- Hide behind large items (i.e., cabinets, desks)
- Remain quiet

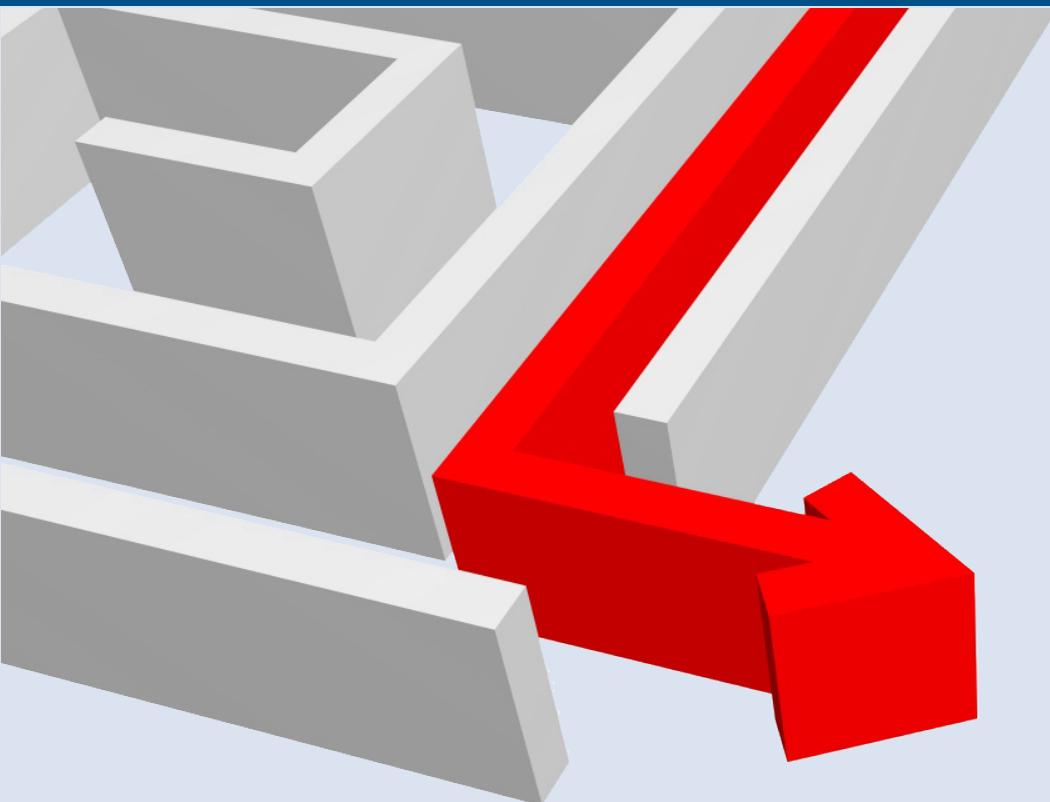
If evacuation and hiding out are not possible:

- Remain calm
- Dial 911, if possible, to alert police to the active shooter's location
- If you cannot speak, leave the line open and allow the dispatcher to listen

### 3. Take action against the active shooter

As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:

- Acting as aggressively as possible against him/her
- Throwing items and improvising weapons
- Yelling
- Committing to your actions



## HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

Law enforcement's purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

- Officers usually arrive in teams of four (4)
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment
- Officers may be armed with rifles, shotguns, handguns
- Officers may use pepper spray or tear gas to control the situation
- Officers may shout commands, and may push individuals to the ground for their safety

How to react when law enforcement arrives:

- Remain calm, and follow officers' instructions
- Put down any items in your hands (i.e., bags, jackets)
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as holding on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

Information to provide to law enforcement or 911 operator:

- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.

Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.

## TRAINING YOUR STAFF FOR AN ACTIVE SHOOTER SITUATION

To best prepare your staff for an active shooter situation, create an Emergency Action Plan (EAP), and conduct training exercises. Together, the EAP and training exercises will prepare your staff to effectively respond and help minimize loss of life.

### Components of an Emergency Action Plan (EAP)

Create the EAP with input from several stakeholders including your human resources department, your training department (if one exists), facility owners / operators, your property manager, and local law enforcement and/or emergency responders. An effective EAP includes:

- A preferred method for reporting fires and other emergencies
- An evacuation policy and procedure
- Emergency escape procedures and route assignments (i.e., floor plans, safe areas)
- Contact information for, and responsibilities of individuals to be contacted under the EAP
- Information concerning local area hospitals (i.e., name, telephone number, and distance from your location)
- An emergency notification system to alert various parties of an emergency including:
  - Individuals at remote locations within premises
  - Local law enforcement
  - Local area hospitals

### Components of Training Exercises

The most effective way to train your staff to respond to an active shooter situation is to conduct mock active shooter training exercises. Local law enforcement is an excellent resource in designing training exercises.

- Recognizing the sound of gunshots
- Reacting quickly when gunshots are heard and/or when a shooting is witnessed:
  - Evacuating the area
  - Hiding out
  - Acting against the shooter as a last resort
- Calling 911
- Reacting when law enforcement arrives
- Adopting the survival mind set during times of crisis

## Additional Ways to Prepare For and Prevent an Active Shooter Situation

- Preparedness
  - Ensure that your facility has at least two evacuation routes
  - Post evacuation routes in conspicuous locations throughout your facility
  - Include local law enforcement and first responders during training exercises
  - Encourage law enforcement, emergency responders, SWAT teams, K-9 teams, and bomb squads to train for an active shooter scenario at your location
- Prevention
  - Foster a respectful workplace
  - Be aware of indications of workplace violence and take remedial actions accordingly

For more information on creating an EAP contact the U.S. Department of Labor, Occupational Health and Safety Administration, [www.osha.gov](http://www.osha.gov).



## PREPARING FOR AND MANAGING AN ACTIVE SHOOTER SITUATION

Your human resources department and facility managers should engage in planning for emergency situations, including an active shooter scenario. Planning for emergency situations will help to mitigate the likelihood of an incident by establishing the mechanisms described below.

### Human Resources' Responsibilities

- Conduct effective employee screening and background checks
- Create a system for reporting signs of potentially violent behavior
- Make counseling services available to employees
- Develop an EAP which includes policies and procedures for dealing with an active shooter situation, as well as after action planning

### Facility Manager Responsibilities

- Institute access controls (i.e., keys, security system pass codes)
- Distribute critical items to appropriate managers / employees, including:
  - Floor plans
  - Keys
  - Facility personnel lists and telephone numbers
- Coordinate with the facility's security department to ensure the physical security of the location
- Assemble crisis kits containing:
  - radios
  - floor plans
  - staff roster, and staff emergency contact numbers
  - first aid kits
  - flashlights
- Place removable floor plans near entrances and exits for emergency responders
- Activate the emergency notification system when an emergency situation occurs

## Reactions of Managers During an Active Shooter Situation

Employees and customers are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with their EAP, and be prepared to:

- Take immediate action
- Remain calm
- Lock and barricade doors
- Evacuate staff and customers via a preplanned evacuation route to a safe area

## Assisting Individuals with Special Needs and/or Disabilities

- Ensure that EAPs, evacuation instructions and any other relevant information address to individuals with special needs and/or disabilities
- Your building should be handicap-accessible, in compliance with ADA requirements.



## RECOGNIZING POTENTIAL WORKPLACE VIOLENCE

An active shooter in your workplace may be a current or former employee, or an acquaintance of a current or former employee. Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee. Alert your Human Resources Department if you believe an employee or coworker exhibits potentially violent behavior.

### Indicators of Potential Violence by an Employee

Employees typically do not just “snap,” but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include one or more of the following (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression / withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about “putting things in order”
- Behavior which is suspect of paranoia, (“everybody is against me”)
- Increasingly talks of problems at home
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes

## MANAGING THE CONSEQUENCES OF AN ACTIVE SHOOTER SITUATION

After the active shooter has been incapacitated and is no longer a threat, human resources and/or management should engage in post-event assessments and activities, including:

- An accounting of all individuals at a designated assembly point to determine who, if anyone, is missing and potentially injured
- Determining a method for notifying families of individuals affected by the active shooter, including notification of any casualties
- Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly
- Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter

## LESSONS LEARNED

To facilitate effective planning for future emergencies, it is important to analyze the recent active shooter situation and create an after action report. The analysis and reporting contained in this report is useful for:

- Serving as documentation for response activities
- Identifying successes and failures that occurred during the event
- Providing an analysis of the effectiveness of the existing EAP
- Describing and defining a plan for making improvements to the EAP

## References

Safety Guidelines for Armed Subjects, Active Shooter Situations, Indiana University Police Department, April 2007.

Safety Tips & Guidelines Regarding Potential “Active Shooter” Incidents Occurring on Campus, University of California Police.

Shots Fired, When Lightning Strikes (DVD), Center for Personal Protection and Safety, 2007.

Workplace Violence Desk Reference, Security Management Group International, [www.SMGICorp.com](http://www.SMGICorp.com)

How to Plan for Workplace Emergencies and Evacuations, U.S. Department of Labor, Occupational Health and Safety Administration, OSHA 3088, 2001.



U.S. Department of Homeland Security

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[www.dhs.gov](http://www.dhs.gov)





**STATE OF CONNECTICUT**  
Department of Emergency Services and Public Protection

## Tips for Organizations and Individuals to Protect Against Cyber Attacks

Cyber-related attacks are occurring around the world and here in the US. Now, more than ever, there are several simple steps that all of us should take, at work and home, to ensure our devices remain secured:

- ✓ **Use a different password for each important account** – financial, medical, etc. It will help to protect your critical information in the event that anyone hacks any of the other accounts.
- ✓ **Every time you add a new device, change your password:** Default passwords are a common way that criminals gain access to your systems.
- ✓ **Patch devices regularly:** Make sure all of the computers, mobile device apps, and anything else connected to the internet, is running the most up-to-date software/firmware security patches.
- ✓ **Use updated antivirus software:** Installing antivirus software on devices is not enough. Ensure that the software regularly scans the devices and receives periodic updates for ongoing protection.
- ✓ **Backup important data:** Cyberattacks like ransomware can infect even up-to-date systems, that's why we also urge you to back up data regularly into a separate device (or to the cloud) so that you always have uninterrupted access to your more important data.
- ✓ **Be careful when clicking on a link or launching a document from e-mail – even when it appears to be from someone who you know:** The most common method for malware dissemination is 'phishing'. Bad actors email others with the intent of stealing their online account credentials or other sensitive information by tricking the recipient to open an infected attachment or click on a link to a malicious website. *If you have any suspicions at all* – contact the sender to verify that he or she sent it to you. *When in doubt, delete!*
- ✓ **Visit reputable cybersecurity websites**, such as [www.us-cert.com](http://www.us-cert.com) or the YouTube Channel (perfect for cyber novices!) to stay on top of trends and alerts.<sup>1</sup>
- ✓ **Report suspicious activity:** If you observe *any* abnormal computer behavior,<sup>2</sup> if ransomware infects the device that you are using, or you receive an offer from anyone offering to provide unsolicited technical assistance, *call your police department or state police troop*, using the non-emergency number, ready to provide as many details as possible about it.

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<sup>1</sup> See (perfect for cyber novices) is the SANS Security Awareness Channel on YouTube at: <https://www.youtube.com/channel/UCS9bnBE8KUcTUDqUZ7PKMgw>; US Computer Emergency Readiness Team (US-CERT): <https://www.us-cert.gov/home-and-business>; and Center for Internet Security Newsletter:

<sup>2</sup> Examples of abnormal computer behavior are random pop-up windows displaying inappropriate content and claims of money or items won from lotteries or sweepstakes in which you did not participate.

# CYBERSECURITY BASICS

**Cyber criminals target companies of all sizes.**

Knowing some cybersecurity basics and putting them in practice will help you protect your business and reduce the risk of a cyber attack.

## PROTECT ——— YOUR FILES & DEVICES



### Update your software

This includes your apps, web browsers, and operating systems. Set updates to happen automatically.



### Secure your files

Back up important files offline, on an external hard drive, or in the cloud. Make sure you store your paper files securely, too.



### Require passwords

Use passwords for all laptops, tablets, and smartphones. Don't leave these devices unattended in public places.



### Encrypt devices

Encrypt devices and other media that contain sensitive personal information. This includes laptops, tablets, smartphones, removable drives, backup tapes, and cloud storage solutions.



### Use multi-factor authentication

Require multi-factor authentication to access areas of your network with sensitive information. This requires additional steps beyond logging in with a password — like a temporary code on a smartphone or a key that's inserted into a computer.

## PROTECT YOUR WIRELESS NETWORK —



### Secure your router

Change the default name and password, turn off remote management, and log out as the administrator once the router is set up.

### Use at least WPA2 encryption

Make sure your router offers WPA2 or WPA3 encryption, and that it's turned on. Encryption protects information sent over your network so it can't be read by outsiders.

## MAKE SMART SECURITY YOUR BUSINESS AS USUAL



### Require strong passwords

A strong password is at least 12 characters that are a mix of numbers, symbols, and capital lowercase letters.

Never reuse passwords and don't share them on the phone, in texts, or by email.

Limit the number of unsuccessful log-in attempts to limit password-guessing attacks.



### Train all staff

Create a culture of security by implementing a regular schedule of employee training. Update employees as you find out about new risks and vulnerabilities. If employees don't attend, consider blocking their access to the network.



### Have a plan

Have a plan for saving data, running the business, and notifying customers if you experience a breach. The FTC's *Data Breach Response: A Guide for Business* gives steps you can take. You can find it at [FTC.gov/DataBreach](https://www.ftc.gov/DataBreach).

## **Department of Emergency Services and Public Protection-Public Information Office**

The Public Information Office (PIO) gathers and disseminates timely and accurate information regarding law enforcement efforts to the public through various print and broadcast media in the state of Connecticut.

Through the media, the PIO staff brings information to the public. This information might include serious highway accidents, missing persons or help wanted from potential witnesses to crimes or accidents. Information is distributed to Connecticut citizens through new releases, press conferences and special events. The PIO office of the Connecticut State Police is committed to ensuring that the public is aware of our activities, our services and our presence.

Monday through Friday 8am-4:30pm: 860-685-8230;  
After Hours, Weekends and Holidays: 860-685-8190  
Fax: 860-685-8301  
DESPP and DEMHS Public Information Officer: Scott Devico  
Office: 860-685-8246; Cell: 203-525-6959; scott.devico@ct.gov

### **Regional Offices- CT Division of Emergency Management and Homeland Security**

Regional Coordinators are the eyes and ears of CT Division of EMHS in the field. The teams located in five offices around the state assist in preparation of local emergency plans and are the primary interface with the local officials (Emergency Managers and Chief Elected Officials) of each of the 169 towns in Connecticut.

**DEMHS Region 2** - Middletown and towns within the Middlesex Chamber service area: Durham, Middlefield, Chester, Westbrook, Essex, Deep River, Haddam

Region 2 Coordinator: Jacob Manke, 860-685-8105, jacob.manke@ct.gov; Fax: (860) 685-8366

Region 2 Secretary: Natalie Simoneau, 860-685-8104, natalie.simoneau@ct.gov; Fax: (860) 685-8366

Regional 2 Planner: Thomas Lenart, 860-685-8070, thomas.lenart@ct.gov; Fax: (860) 685-8366

Region 2 Significant Hazards/Areas of Concern:

- Winter Storms
- Tornados
- Highway/Railway Accidents
- Ice Jams
- Severe Thunderstorms/Tornados
- Fixed Site and In Transit Hazardous Materials Incidents, (Title III - SARA)
- Hurricanes/Tropical Storms
- Nor'easters
- River/Coastal Flooding

**DEMHS Region 3** – Hartford and towns within the Middlesex Chamber service area: Cromwell, East Haddam, East Hampton, Middletown, Portland

DEMHS Region 3 Office

Governor William O'Neill State Armory, 360 Broad Street, Hartford, CT 06105

Phone: 860-529-6893 Fax: (860) 257-4621

Region 3 Coordinator: William Turley, 860-529-6893, [william.turley@ct.gov](mailto:william.turley@ct.gov)

Region 3 Secretary: Natalie Simoneau, Phone: 860 529-6894, [natalie.simoneau@ct.gov](mailto:natalie.simoneau@ct.gov)

Region 3 Planner/ Emergency Management Program Specialist: Jonathan Hartenbaum, 860-920-3348, [jonathan.hartenbaum@ct.gov](mailto:jonathan.hartenbaum@ct.gov)

Region 3 Significant Hazards/Areas of Concern:

- Winter Storm
- Hurricane/Tropical Storm
- Severe Thunderstorm
- Tornado
- Ice Jams
- Dam Failure
- Fixed Site and In Transit Hazardous
- Materials Incidents, (Title III - SARA)
- Flash Flood & River Flooding
- Aircraft Accident (Private & Commercial)
- Radiological Transportation Incident

## **Important State of Connecticut Contact Information**

Governor's Office, State Capitol, 210 Capitol Avenue, Hartford, CT 06106  
860-566-4840

Lt. Governor's Office, State Capitol, 210 Capitol Avenue, Room 304, Hartford, CT 06106  
860-524-7384 or 866-712-6998

State of Connecticut Department of Emergency Services and Public Protection  
1111 Country Club Road, Middletown, Connecticut 06457

### **Division Locations**

Commission on Fire Prevention and Control/Connecticut Fire Academy  
34 Perimeter Road, Windsor Locks, CT 06096-1069  
860-627-6363

Emergency Management and Homeland Security  
360 Broad Street, Hartford, CT 06105-5042  
860-529-6893

Statewide Emergency Telecommunications  
1111 Country Club Road, Middletown, CT 06457  
860-685-8080

Police Officers Standards and Training Council  
285 Preston Avenue, Meriden, CT 06450-4891  
203-238-6514

## City of Middletown Contact Information

| <b>Department</b>                    | <b>Phone</b>   | <b>Fax</b>     |
|--------------------------------------|----------------|----------------|
| Board of Education                   | (860) 638-1401 | (860) 638-1495 |
| Building Division - Public Works     | (860) 638-4870 | (860) 638-1970 |
| Central Communications               | (860) 347-2541 | (860) 343-8044 |
| City Hall Municipal Building         | (860) 638-4801 | (860) 638-1901 |
| City Yard - Public Works             | (860) 638-4850 | (860) 343-3837 |
| Common Council                       | (860) 638-4980 | (860) 638-1959 |
| Emergency Management                 | (860) 638-3270 | (860) 343-5467 |
| Energy Management                    | (860) 638-4854 | (860) 638-1950 |
| Engineering Division - Public Works  | (860) 638-4850 | (860) 638-1950 |
| Fire Department                      | (860) 638-3200 | (860) 343-8049 |
| Health Department                    | (860) 638-4960 | (860) 638-1960 |
| Maintenance                          | (860) 638-4865 | (860) 638-1950 |
| Mayor Dan Drew's Office              | (860) 638-4801 | (860) 638-1901 |
| Office of the General Counsel        | (860) 638-4820 | (860) 638-1920 |
| Parking Department                   | (860) 638-4920 | (860) 638-1921 |
| Parks Division - Public Works        | (860) 638-4520 | (860) 344-8097 |
| Planning, Conservation & Development | (860) 638-4840 | (860) 638-1940 |
| Police Department                    | (860) 638-4000 | (860) 343-8022 |
| Public Works                         | (860) 638-4850 | (860) 638-1950 |
| Russell Library                      | (860) 347-2528 | (860) 347-6690 |
| Sanitation Division - Public Works   | (860) 347-4584 | (860) 638-1950 |
| Technology Services                  | (860) 638-4990 | (860) 344-1928 |
| Town Clerk                           | (860) 638-4910 | (860) 638-1910 |
| Water & Sewer Department             | (860) 638-3500 | (860) 343-8091 |

### Eversource

Power Out? 800-286-2000

Smell Gas? 877-944-5325

## Town Contact Information

Chester Town Hall, 203 Middlesex Avenue, Chester, CT 06412

Phone: 860-526-0013 x 202

Fax: 860-526-0004

FirstSelectman@chesterct.org

Cromwell Town Hall, 41 West Street, Cromwell, CT 06416

Phone: 860-632-3412

Fax: 860-632-3435

townmanager@cromwellct.com

Deep River Town Hall, 174 Main Street, Deep River, CT 06417

Phone: 860-526-6020

Fax: 860-526-6023

selectman@deepriverst.us

Durham Town Hall, P.O. Box 428, 30 Townhouse Road, Durham, CT 06422

Phone: 860-349-3452

Fax: 860-343-6733

lfrancis@townofdurhamct.org

East Haddam Office Building, 1 Plains Road. P.O. Box 385, Moodus, CT 06469

Phone: 860-873-5021

admin@easthaddam.org

East Hampton Town Hall, 20 East High Street, East Hampton, CT 06424

Phone: 860 267-0088

Fax: 860-267- 1027

jjylkka@easthamptonct.gov

Essex Town Hall, 29 West Avenue, Essex, CT 06426

Phone: 860-767-4340 x 114

Fax: 860-767-8509

nneedleman@essexct.gov

Haddam Town Office Building, 30 Field Park Drive, Haddam, CT 06438

Phone: 860-345-8531 x 204

Fax: 860-345-3730

firstselectman@haddam.org

Killingworth Town Hall, 323 Route 81, Killingworth, CT 06419

Phone: 860-663-1765

ciino@townofkillingworth.com

Middlefield Town Hall, 393 Jackson Hill Rd/ 405 Main St. , P.O. Box 179, Middlefield, CT. 06455

Phone: 860-349-7114

e\_bailey@middlefield-ct.com

Portland Town Clerk's Office, 33 East Main Street, PO. Box 71, Portland, CT 06480-0071

Phone: 860-342-6715

sbransfield@portlandct.org

Westbrook Town Hall, 866 Boston Post Road, Westbrook, CT 06498

Phone: 860-399-3040 x 112

nbishop@westbrookct.us

## In the event of a disaster, What can I do to protect and prepare my family?

**We need to be prepared for disasters so we can care for our loved ones and perform our assigned post-disaster roles. Disaster preparedness for Eversource begins with disaster preparedness in our homes.**

**Emergency Preparedness has experience with a variety of disasters that can serve as timely lessons for all of us.**

**You may find the following information helpful in preparing and protecting yourself and your family.**

### Things you can do to protect and prepare your family

#### **1. Make arrangements in advance for childcare, eldercare and pet care.**

Some disasters preclude any form of travel. In such events, you may be unable to reach people who rely on you for care, so plan in advance for their care and safety. Refresh your family's plan periodically and make sure those involved know what their roles are.

#### **2. Know what your role is in your Business Continuity Plan and storm restoration.**

Have paper copies of plans and other necessary documents available in multiple locations, and be sure to keep them up to date. Talk with your supervisor about logistics, your role, and what would happen to your work group in different scenarios. Pick a different business continuity topic for each group meeting, and spend a few minutes discussing it.

#### **3. If there is advance warning of the disaster, make additional preparations as appropriate.**

In many cases, Eversource and emergency management officials will provide recommendations based on the specific scenario expected to occur.

#### **4. Prepare a home emergency kit.**

After Katrina, many people in New Orleans arrived at shelters with only the clothes on their backs. If we've learned anything, it's that we shouldn't expect others to care for us, especially if we were capable of caring for ourselves. A good list for preparedness is provided below.

# Supplies Checklist

**Store your supplies in airtight plastic bags and store those in one or two easy-to-carry containers.**

**Water** (one gallon per person or pet per day)

Bottled water that is dated; rotate out every six months.

One bottle of unscented liquid bleach (Eight drops/ gallons of water left standing for 30 minutes makes it potable).

**Important Documents** (keep off-site and safe)

Birth, adoption, marriage, naturalization certificates, Social Security cards, military discharge papers, health insurance cards, insurance policies, auto registrations, wills, power of attorney, passports, deeds. Tax returns, attorney contact info, and inventory of valuables with pictures.

**Evacuation Bag**

Food, water, manual can opener, flashlight, batteries, battery radio, whistle, keys, medication and prescriptions, walking shoes, warm clothes, hat, rain gear, glasses, hearing aid and batteries, other vital personal items, toilet paper, plastic bags, hand sanitizer, toothbrush and toothpaste, dust mask, pocket knife, compass, paper, pens, cash (in small denominations), insurance and ID cards, family pictures, children's toys, games, books and a card with reunification location and contact information.

**Pets**

A pet carrier for each animal that is big enough to allow the animal to stand and turn around, leash, muzzle, newspaper, plastic bags, cleansers, litter, disinfectants, pet food, medicines, and medical and vaccination records.

Check local animal shelters to see if they provide "foster" care.

**Food** (enough for three days)

Ready-to-eat canned meats, vegetables, fruit, canned juices, milk, soup, high-energy foods (peanut butter and jelly with crackers, protein bars, fruit bars, nuts, granola bars, trail mix), comfort goods (candy, sweet cereal, cookies), dried foods (choose those with low salt content), instant meals that don't need water or cooking, and vitamins.

Shelf Life: Rotate out per date on packages. If not dated, use powdered milk, dry fruit, crackers and potatoes within six months; canned goods, cereal, peanut butter and jelly within one year; dry wheat, oil, corn, baking powder, soy, coffee, tea, cocoa, salt, powder drinks, rice, pasta, and bouillon indefinitely.

**First Aid Kit**

Two pairs disposable gloves, sterile dressings, gauze, soap, antibacterial wipes, antibiotic and burn ointments, thermometer, Band-Aids, two-inch tape, eye-wash, cold packs, scissors, swabs, tweezers, OTC meds (such as aspirin, laxative, anti-diarrhea, antacid), prescription meds and supplies.

**Maintaining Contact**

Plan and practice two escape routes from your home.

Plan two meeting locations- one near the home, and one outside the neighborhood.

Designate a contact person far enough away that would not be affected by the same emergency. Instruct the family to report to this person with their location, status, etc.

Put "ICE" (In Case of Emergency) before a person's name in your cell phone contact list.

# Be Red Cross Ready



Get a kit. Make a plan. Be informed.

It's important to prepare for possible disasters and other emergencies. Natural and human-caused disasters can strike suddenly, at any time and anywhere. There are three actions everyone can take that can help make a difference...Get a kit. Make a plan. Be informed.

## Be Red Cross Ready Checklist

- I know what emergencies or disasters are most likely to occur in my community.
- I have a family disaster plan and have practiced it.
- I have an emergency preparedness kit.
- At least one member of my household is trained in CPR/AED use.
- I have taken action to help my community prepare.



## Get a kit

**At a minimum, have the basic supplies listed below.**

Keep supplies in an easy-to-carry emergency preparedness kit that you can use at home or take with you in case you must evacuate.

- Water: one gallon per person, per day (3-day supply for evacuation, 2-week supply for home)
- Food: non-perishable, easy-to-prepare items (3-day supply for evacuation, 2-week supply for home)
- Flashlight
- Battery-powered or hand-crank radio (NOAA Weather Radio, if possible)
- Extra batteries
- First aid kit
- Medications (7-day supply) and medical items
- Multi-purpose tool
- Sanitation and personal hygiene items
- Copies of personal documents (medication list and pertinent medical information, proof of address, deed/lease to home, passports, birth certificates, insurance policies)
- Current digital photos of loved ones, updated every six months, especially for children
- Cell phone with chargers
- Family and emergency contact information
- Extra cash
- Emergency blanket
- Map(s) of the area

**Consider the needs of all family members and add supplies to your kit. Suggested items to help meet additional needs are:**

- Medical supplies (hearing aids with extra batteries, glasses, contact lenses, syringes, cane)
- Baby supplies (bottles, formula, baby food, diapers)
- Games and activities for children
- Pet supplies (collar, leash, ID, food, carrier, bowl)
- Two-way radios
- Extra set of car keys and house keys
- Manual can opener

**Additional supplies to keep at home or in your kit based on the types of disasters common to your area:**

- Whistle
- N95 or surgical masks
- Matches
- Rain gear
- Towels
- Work gloves
- Tools/supplies for securing your home
- Extra clothing, hat and sturdy shoes
- Plastic sheeting
- Duct tape
- Scissors
- Household liquid bleach
- Entertainment items
- Blankets or sleeping bags
- Sunscreen
- Insect Repellent



## Make a plan

- Meet with your family or household members.
- Discuss how to prepare and respond to emergencies that are most likely to happen where you live, learn, work and play.
- Identify responsibilities for each member of your household and plan to work together as a team.
- If a family member is in the military or engages in extended business travel on a regular basis, plan how you would respond if they were away.
- If you or a member of your household is an individual with access or functional needs, including a disability, consider developing a comprehensive evacuation plan in advance with family, care providers and care attendants, as appropriate. Complete a personal assessment of functional abilities and possible needs during and after an emergency or disaster situation, and create a personal support network to assist.

**Plan what to do in case you are separated during an emergency**

- Choose two places to meet—
  1. Right outside your home in case of a sudden emergency, such as a fire.
  2. Outside your neighborhood, in case you cannot return home or are asked to evacuate.

*Consider any transportation challenges that might be encountered by individuals that use mobility assistive equipment.*

- Choose an out-of-area emergency contact person. It may be easier to text or call long distance if local phone lines are overloaded or out of service. Everyone should memorize emergency contact information and have it in writing or programmed into their cell phones.
- Identify alternative ways to communicate (email, text, call, mail, through a third party, etc).

### Plan what to do if you have to evacuate

- Decide where you would go and what route you would take to get there. You may choose to go to a hotel or motel, stay with friends or relatives in a safe location or go to an evacuation shelter if necessary.



Download the [Red Cross Emergency App](#) or, go to [redcross.org](#) and search emergency app.

This app provides expert advice on how to prepare and respond to disasters and includes a map with open Red Cross shelters.

- Have at least one alternate location if the preferred location is not accessible.
- Practice evacuating your home twice a year. Drive your planned evacuation route and plot alternate routes on your map in case roads are impassable. Ensure all household/family members know the evacuation route, alternate routes, primary and alternate meeting destination.
- Plan ahead for your pets. Keep a phone list of “pet friendly” motels/hotels and animal shelters that are along your evacuation routes.



## Be Informed

### Learn what disasters or emergencies may occur in your area.

These events can range from those affecting only you and your family, like a home fire or medical emergency, to those affecting your entire community, like an earthquake or flood.

- Identify how local authorities will notify you during a disaster and how you will get information, whether through local radio, TV or NOAA Weather Radio stations or channels.
- Know the difference between different weather alerts such as “watches” and “warnings” and what actions to take in each.
- Know what actions to take to protect yourself during disasters that may occur in areas where you travel or have moved recently. For example, if you travel to a place where earthquakes are common and you are not familiar with them, make sure you know what to do to protect yourself should one occur.
- When a major disaster occurs, your community can change in an instant. Loved ones may be hurt and emergency response is likely to be delayed. Make sure that at least one member of your household is trained in first aid and CPR and knows how to use an automated external defibrillator (AED). This training is useful in many emergency situations.
- Share what you have learned with your family, household and neighbors and encourage them to be informed too.

### Emergency Contact Cards for All Household Members

|   |   |
|---|---|
| <b>Emergency Contact Card</b>  | <b>People to Call or Text in an Emergency</b>  |
| Name: _____   | _____   |
| Phone: _____  | _____   |
| Home Address: _____   | _____   |
| _____   | _____   |

Get your cards online [here](#) or, go to [redcross.org](#) and search emergency contact.

- Print one card for each family member.
- Write the contact information for each household member, such as work, school and cell phone numbers.
- Ensure contacts for relatives include familiar names (grandma, aunt, etc.) as well as actual names when making cards for children.
- Fold the card so it fits in your pocket, wallet or purse.
- Carry the card with you so it is available in the event of a disaster or other emergency.

## Let Your Family Know You're Safe

Tell your loved ones about the [American Red Cross Safe and Well Website](#) or access through [redcross.org](#) by searching safe and well. This internet-based tool should be integrated into your emergency communications plan. People within a disaster-affected area can register themselves as “safe and well” and concerned family and friends who know the person’s phone number or address can search for messages posted by those who self-register. If you don’t have internet access, call **1-800-RED CROSS** to register yourself and your family.