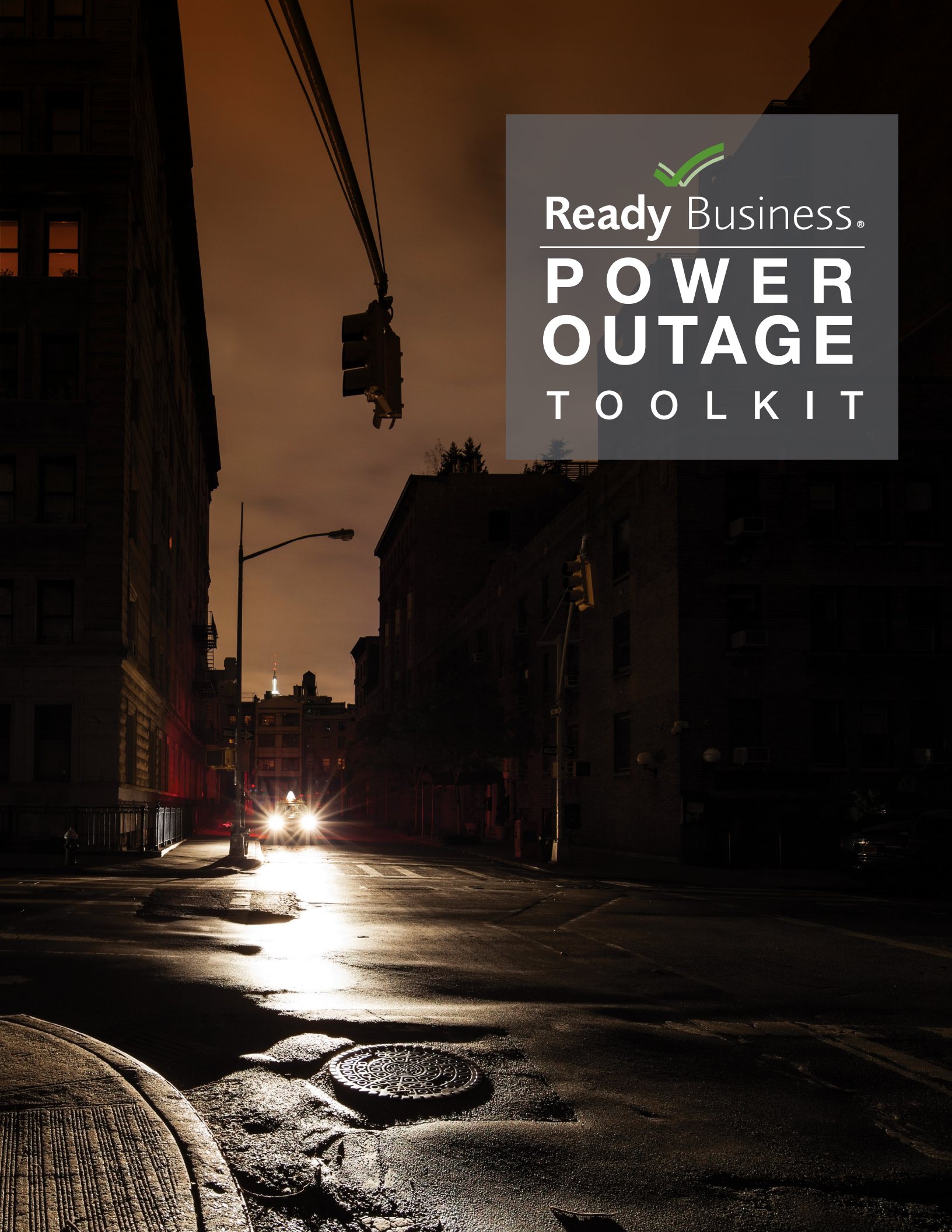




Ready Business®

**P O W E R  
O U T A G E  
T O O L K I T**



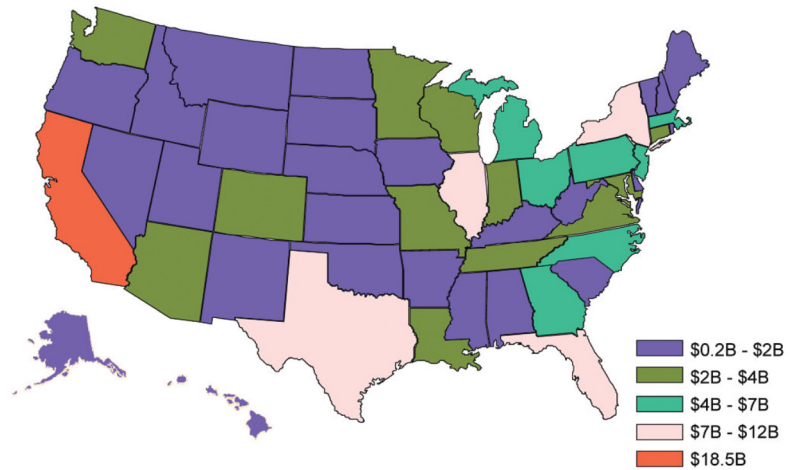
## WHY SHOULD ORGANIZATIONS CARE ABOUT POWER OUTAGE RISK?

According to Agility Recovery, 70 percent of businesses or organizations will face a power outage within the next 12 months. Therefore, it is important they understand the potential impacts.

The *Ready Business Program* for Power Outage and the Preparedness and Mitigation Project Plan allow users to take action to protect employees, protect customers, and help ensure business continuity.

## ANNUAL BUSINESS LOSSES FROM GRID PROBLEMS

Primer Study: \$150B annually for power outages and quality issues



Source: [Pentland, William. "Blackout Risk Tool Puts Price Tag on Power Reliability." Forbes, August 30, 2013.](#)

### POWER OUTAGE FACTS

Power outages from storm-related events cost the U.S. economy between \$20 billion and \$55 billion annually

Weather-related outages have doubled since 2003

Approximately 44% of power outages are caused by storm-related events

Source: [Campbell, Richard J. \*Weather-Related Power Outages and Electric System Resiliency\*. \(CRS Report No. R42696\). Washington, DC: Congressional Research Service, 2012.](#)

Source: [Samenow, Jason. "Report: Power Outages Due to Weather Have Doubled since 2003." The Washington Post, April 11, 2014.](#)



# Table of Contents

<b>INTRODUCTION .....</b>	<b>2</b>
Program Overview .....	4
Benefits .....	5
<b>1   IDENTIFY YOUR RISK .....</b>	<b>7</b>
<i>Back-to-Business Self-Assessment</i> .....	8
Assess Your Readiness .....	8
<b>2   DEVELOP A PLAN .....</b>	<b>10</b>
STAFF/SPACE/SYSTEMS/SERVICE .....	11
Power Outage Community Planning Table .....	12
STAFF .....	14
SPACE .....	15
SYSTEMS .....	16
SERVICE .....	21
<i>Quick Reference Guide</i> .....	22
<b>3   TAKE ACTION .....</b>	<b>37</b>
Checklists .....	38
<b>4   BE RECOGNIZED AND INSPIRE OTHERS .....</b>	<b>45</b>
Feedback.....	46
Valuable Websites .....	47
Links and Content.....	48



# Introduction

Should your organization be concerned about power outage? In all instances, yes. According to Agility Recovery, 70 percent of U.S. businesses will be affected by a power outage in the next 12 months, so it is important that you understand your risk, develop a preparedness and mitigation plan, and take action. Doing so will not only increase the safety of employees and customers, but it will help you remain in business after disasters such as a power outage strike. Maintaining business continuity is important. When you are able to continue operations after a disaster, you also improve your community's ability to recover.

**THE *READY BUSINESS PROGRAM* MOVES ORGANIZATIONAL LEADERS THROUGH A STEP-BY-STEP PROCESS TO:**

✓	Identify Your Risk
✓	Develop a Plan
✓	Take Action
✓	Be Recognized and Inspire Others

Following these steps in the *Ready Business Program* as a part of your overall business continuity planning will help protect assets (people, property, operations); sustain the capability to provide goods and services to customers and/or supply chain; maintain cash flow; preserve competitive advantage and reputation; and provide the ability to meet legal, regulatory, financial, and contractual obligations.

Nonprofit organizations can also benefit from the *Ready Business Program* as business continuity will protect staff, clients, and property while allowing operations to continue.

Experts estimate that 75 percent of businesses without continuity planning will fail within three years of a disaster. The *Ready Business Program* offers information to complete continuity planning, including resources from the Federal Emergency Management Agency (FEMA) [Business Continuity Plan](#) website.

The *Ready Business Program* will provide you with the tools to plan, take action, and become a Ready Business by addressing preparedness and mitigation for your STAFF, SPACE, SYSTEMS, and SERVICE. You will also have the opportunity to apply for recognition as a member of the Ready Business Community.





## Introduction: Program Overview

Organizations can achieve four levels for recognition through the *Ready Business Program*. The levels include **STAFF, SPACE, SYSTEMS**, and **SERVICE**. The first three levels can be achieved either independently or as a group. The **SERVICE** level is achieved by completing requirements for **STAFF, SPACE**, and **SYSTEMS** in addition to the **SERVICE** requirements.

**STAFF** includes planning and preparedness activities for the protection of your staff.

**SPACE** includes the offices, hallways, stairwells, or any area in the building that could be affected by a power outage.

**SYSTEMS** includes any system that requires electricity to operate.

**SERVICE** includes the opportunities for your organization to engage and serve the community following an event. You may only qualify for SERVICE to others after you have prepared your own organization first.

It is important to remember that injury, damage, concurrent damage, cascading disasters such as fire following the event, business interruption, or even increased repair or recovery costs can come from failure to prepare or mitigate. As a result, the first step in the *Ready Business Program* is to complete a *Back-to-Business Self-Assessment* to identify vulnerabilities from any source.

The *Ready Business Program* is intended to recognize and acknowledge businesses and organizations who complete preparedness and mitigation actions to protect employees, customers, and continuity. You can get started today by following the steps provided.

For more information or assistance, contact [ReadyBusiness@flash.org](mailto:ReadyBusiness@flash.org) or (877) 221-7233.



## Benefits

**Peace of mind** that your organization is prepared not only for power outage, but for other business interruptions and natural disasters.

Ready Business **window cling** to announce to your customers or clients and employees that you have taken steps to prepare your STAFF, SPACE, and SYSTEMS, and are prepared to be of SERVICE after an event.

Ready Business **recognition certificate**.

Ready Business **web badge** to display on your organization's website.

**Organization listing** on Ready Business website.

Sample **news release** to recognize and acknowledge your organization's participation in the *Ready Business Program*.

Gain tips for **media placement**.

**Inspire others** to take steps to improve community resiliency.

# Introduction: *Ready Business Program*

## 1

### IDENTIFY YOUR RISK

Complete the *Back-to-Business Self-Assessment* to determine the specific areas your organization needs to address to prepare, mitigate risk, and return to operation following a disaster.

## 2

### DEVELOP A PLAN

1. Based on the information in the *Back-to-Business Self-Assessment*, complete the Preparedness and Mitigation Project Plan for **STAFF**, **SPACE**, **SYSTEMS**, and **SERVICE** to identify preparedness and mitigation actions needed to ensure safety and business continuity. (Note: *Completing this plan is a critical first step toward recognition as a Ready Business.*)
2. Review the *Quick Reference Guide* to determine which preparedness and mitigation actions to take based on the potential impacts to your organization.

## 3

### TAKE ACTION

1. Now that you've created your Preparedness and Mitigation Project Plan, make sure the building owner approves it if you are leasing or renting your building. (Note: *Be sure to check with your local building department to secure required permits prior to performing any retrofitting or other mitigation activity.*)
2. Perform preparedness and mitigation activities as prioritized in the Preparedness and Mitigation Project Plan. Document your actions as instructed in the checklists for **STAFF**, **SPACE**, **SYSTEMS**, and **SERVICE** with signatures, photographs, receipts, or letters from an organization manager, engineer, or design professional, where applicable.

## 4

### BE RECOGNIZED AND INSPIRE OTHERS

1. Complete and submit the application for recognition as a Ready Business.

*After you have completed these steps, you will be eligible to become a member of the Ready Business Community, and will enjoy the peace of mind of knowing you have done your part to promote safety, mitigate potential loss, and protect your organization.*



# 1

## Identify Your Risk:

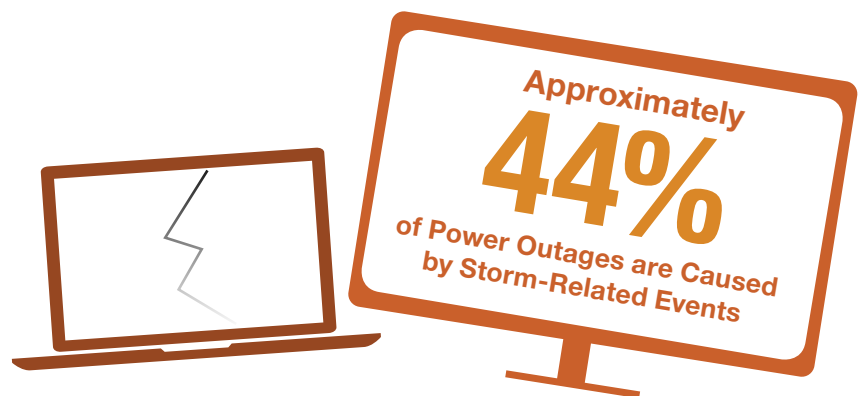
### *Back-to-Business Self-Assessment*

#### **PLANNING SCENARIO**

On May 1 of this year, a severe weather event strikes your community and the utility provider that supplies power to your organization. A quick assessment by the utility provider indicates that power will not be restored within the next few hours. A further assessment will be needed to determine exactly when power will be restored.

Due to the size of the power utility grid in your community, it has been determined it will be three days before electricity is fully restored. You should assume you will not be able to access anything in your facilities that requires power for at least three days.

Based on this scenario, complete the eight questions on the following page to identify your risk.



# 1 | Identify Your Risk: *Back-to-Business Self-Assessment*

## ASSESS YOUR READINESS

Based on the planning scenario, complete the eight questions below to highlight areas that your Business Continuity and Preparedness and Mitigation Plan should address.

IMPACTS ON YOUR ORGANIZATION	RESOURCES THAT CAN HELP MINIMIZE DAMAGE, DISRUPTIONS, AND INJURIES	
<b>SYSTEMS</b>		
1. If the power outage affects the phone, internet, or cable, can your organization operate without any of them?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Ready Business Program</i> - COMMUNICATION SYSTEMS
2. Can you deliver your product during the power outage?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Ready Business Program</i> - PRODUCT DELIVERY SYSTEMS
3. Can your employees work in the business without the following electrically supported systems: heating, venting, and air conditioning (HVAC), water heating/distribution, elevators, or lighting?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Ready Business Program</i> - BUILDING SUPPORT SYSTEMS
4. Is your inventory and facility safe from water or temperature damage if environment control systems fail without electricity?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Ready Business Program</i> - BUILDING SUPPORT SYSTEMS
5. Can you access your facility without electricity and will safety alarm systems operate?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Ready Business Program</i> - SECURITY and SAFETY SYSTEMS
6. Can your employees get to work without an operating mass transit system?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Ready Business Program</i> - TRANSIT SYSTEMS
7. Are you able to pay your employees, vendors, or receive payments without electricity?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Ready Business Program</i> - FINANCIAL SYSTEMS
8. Can your organization operate without production systems: (e.g., assembly line machines, restaurant equipment, office computers)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Ready Business Program</i> - PRODUCTION SYSTEMS

For each question, 1-8, that you answered 'No', address the specific issue in the Ready Business Preparedness and Mitigation Project Plan or in your Business Continuity Plan.

Use the *Ready Business Program* resources to help determine the preparedness and mitigation activities associated with protecting your equipment and continuing operations during a power outage. Resources are incorporated throughout this toolkit and a comprehensive list can be found on pages 48-51.



# 2

## Develop A Plan

1. Based on the information in the completed *Back-to-Business Self-Assessment*, create a Preparedness and Mitigation Project Plan for **STAFF**, **SPACE**, **SYSTEMS**, and **SERVICE** to identify critical preparedness and mitigation actions needed to ensure safety and business continuity. Completing this plan will bring you one step closer to recognition as a Ready Business.
2. Review the *Quick Reference Guide* to determine which preparedness and mitigation actions to take based on the potential impacts to your organization.



## 2 | Develop A Plan

### STAFF, SPACE, SYSTEMS, AND SERVICE

After you have identified the potential power outage risks and determined the possible impacts on your organization, create a Preparedness and Mitigation Project Plan and decide which solutions you will use to reduce risks. The Preparedness and Mitigation Project Plan will support the business continuity planning and readiness process, and bring you one step closer to recognition as a Ready Business.

### READY BUSINESS PREPAREDNESS AND MITIGATION PROJECT PLAN

Organization:

---

Project Lead:

---

Name:

---

Title/Department:

---

Address:

---

Phone Number:

---

Email:

---

Executive Summary:

---

---

---

---

Background: *(Provide a summary description of risk to include priorities)*

---

---

---

---

Goals and Objectives:

---

---

---

---

## 2 | Develop A Plan

Prior to developing a plan for mitigating power outages, it is important to meet with your utility provider and other community entities and understand their role in preparedness and mitigation before, during, and after a power outage. Use the table below to guide your discussion with these organizations and record the information in your Crisis Communications Plan.

POWER OUTAGE COMMUNITY PLANNING TABLE		
RECORD UTILITY PROVIDER NAME/ PHONE NUMBER/ WEBSITE/SOCIAL MEDIA CHANNELS	QUESTIONS TO DISCUSS BEFOREHAND	RECORD ADDITIONAL NOTES OR ANSWERS TO QUESTIONS SPECIFIC TO YOUR UTILITY PROVIDER
	Should I report a power outage to the utility provider?	While a severe storm or event with widespread power interruption should be recognized on the utility provider's monitoring system, it is always advisable to report outages.
	Who is responsible at your company for disseminating information during a power outage?	Some utility providers will provide organizations with a designated point of contact or communication during power outage. Record this information in your Crisis Communications Plan. Be sure to also include information on the point of contact at the utility provider.
	By what method will information be disseminated during a power outage?	Most utility providers have established contact channels including telephone numbers, websites, and social media accounts to update the community on the status of power outages. Contact your utility provider to determine what types of automated information dissemination are available.
	What are your procedures for restoring power after an outage?	Safety is the number one priority. Repair crews will not make repairs when weather conditions remain hazardous. Restoration starts at the power plant with the large transmission lines going out from the plant across the state. Returning operation to vital community services (e.g., hospitals, water, and sewage stations) is the next step. Then repairs will be focused on returning power to the greatest number of customers in the least amount of time. Lastly, the crew will repair individual lines in neighborhoods. Watch this video, from <a href="#">FirstEnergy</a> , to understand the process.

## 2 | Develop A Plan

POWER OUTAGE COMMUNITY PLANNING TABLE		
RECORD UTILITY PROVIDER NAME/ PHONE NUMBER/ WEBSITE/SOCIAL MEDIA CHANNELS	QUESTIONS TO DISCUSS BEFOREHAND	RECORD ADDITIONAL NOTES OR ANSWERS TO QUESTIONS SPECIFIC TO YOUR UTILITY PROVIDER
	Where is my organization located on the grid?	Understanding where you are located on the power grid allows you to better prepare for when power will be restored to your organization.
	Where does my organization fit in the process?	Monitor the outage and report any changes immediately. However, never try to make your own electrical repairs, or pull tree limbs off power lines, and stay clear of areas where repairs are being done. It is important to remember that lines can be energized even if they are on the ground.
	What are your recommendations for my organization to prepare for a power outage?	<p>Each organization will have specific power usage needs; however, all organizations can do the following:</p> <ul style="list-style-type: none"> <li>• Protect data with backup files</li> <li>• Consider backup power for any critical systems</li> <li>• Make plans for supplies and services for employees</li> <li>• Provide employees with power outage safety information and protocols</li> <li>• Contact customers and suppliers</li> <li>• Review insurance coverage</li> </ul> <p>These items are covered in depth in the <i>Quick Reference Guide</i> in this toolkit.</p>
	What other organizations within the community play a role during a power outage?	<p>Depending upon the systems that support the operation of your organization, you should consider contacting the following organizations to discuss their communication and backup plans during a power outage.</p> <ul style="list-style-type: none"> <li>• Communications Company</li> <li>• Emergency Management Office</li> <li>• School System</li> <li>• Transit Authority</li> <li>• Vendors</li> <li>• Water Authority</li> </ul>

## 2 | Develop A Plan: STAFF

Below is a list of key preparedness measures your organization can complete to help your staff get prepared for a power outage event; however, the list is not all-inclusive. For additional guidance on preparedness measures, please see the *Quick Reference Guide: STAFF* in this program.

By performing Steps 1 through 6, organizations will be eligible for recognition as a Ready Business – STAFF. The Suggested Actions are recommended, but not required, for recognition.

POTENTIAL PREPAREDNESS ACTION	ASSIGNED TO	BUDGET	COMPLETION DATE
<b>1</b> Develop Business Continuity and Crisis Communications Plans			
<b>2</b> Conduct an Employee Awareness Campaign			
<b>3</b> Develop an Employee Training Program			
<b>4</b> Conduct an Employee Training Session			
<b>5</b> Conduct a Power Outage Drill			
<b>6</b> Review Insurance Coverage/Create Inventory			
<b>SUGGESTED ACTION:</b> Download the FEMA Preparedness App			
<b>SUGGESTED ACTION:</b> Develop an Emergency Supply Kit			
<b>SUGGESTED ACTION:</b> Purchase a NOAA Weather Radio for Monitoring During an Event/Download a Mobile Alerting App			



## 2 | Develop A Plan: SPACE

Below is a list of nonstructural mitigation activities that can be completed by someone with common tools and readily available materials; however, the list is not all-inclusive. For additional guidance on mitigating these nonstructural risks, please see the *Quick Reference Guide: SPACE* in this program.

By performing all mitigation activities, organizations will be eligible for recognition as a Ready Business – **SPACE**.

SPACE RISKS	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
Offices	Install surge protectors to all important equipment.			
Hallways/Stairwells	Install emergency lighting, directional signage, and exit signs. Ensure proper maintenance is performed on all existing signage.			
Conference Rooms	Install surge protectors to all important equipment.			
Break Areas/Kitchens	Develop a plan for turning off and disconnecting appliances during an outage.			
Escalators/Elevators	Ensure occupants understand emergency evacuation plans, and establish alternative methods to move people and inventory.			

## 2 | Develop A Plan: SYSTEMS

Below is a list of systems that will be affected by power outage; however, the list is not all-inclusive. Consult the *Quick Reference Guide: SYSTEMS* in this program for mitigation solutions or develop your own after meeting with your Local Emergency Management Office or utility provider.

By preparing for power outages, organizations will be eligible for recognition as a Ready Business – **SYSTEMS**.

COMMUNICATION SYSTEMS RISKS	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
Phone	Install at least one landline telephone.			
Internet/Servers	Develop a plan for server or internet access with backup power outside of the affected area.			
Cable and Other Television Services	Develop a secondary means of information gathering.			
Conferencing and Audiovisual Equipment	Install surge protectors to all important equipment.			

PRODUCT DELIVERY SYSTEMS RISKS	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
Transport Vehicles	Ensure you have backup power for fuel pumps and keep fuel tanks full for all vehicles.			
Central GPS and Routing Systems	Ensure you have backup power for the system.			
Scanners and Shipping Tools	Ensure extra batteries or external power supply is present.			

## 2 | Develop A Plan: **SYSTEMS** (continued)

BUILDING SUPPORT SYSTEMS RISKS	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
HVAC	Develop alternative work procedures as required.			
Water Heating/Distribution	Store drinking water as needed. Protect plumbing lines during freezing temperatures.			
Equipment Elevators/Lifts	Develop a plan for using an alternative elevator with backup power for product or material transportation only.			
Generators and Fuel	Develop a generator maintenance, operation, and fueling plan.			
Lighting	Ensure emergency lighting works. Use portable lighting as needed for evacuation.			
Sump Pumps	Ensure the pump has a battery, generator, or other backup power source installed.			

SECURITY/SAFETY SYSTEMS RISKS	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
Badging/Access	Ensure personnel are aware of entering and exiting requirements during a power outage.			
Smoke and Other Alarms	Ensure alarms have backup power.			
Video Surveillance Systems	Ensure alternative plan is in place for surveillance.			
Interactive PA Systems	Develop an alternative plan for making announcements during an emergency.			

## 2 | Develop A Plan: **SYSTEMS** (continued)

TRANSIT SYSTEMS RISKS	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
Mass Transit	Develop alternative work plans for employees or shelter-in-place procedures.			
General Transit	Develop a plan to adapt transportation needs for employees, customers, and vendors and suppliers as necessary to avoid business interruption.			

FINANCIAL SYSTEMS RISKS	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
General	<ul style="list-style-type: none"> <li>• Ensure paperless recordkeeping for financial and tax records</li> <li>• Document valuables and business equipment</li> </ul>			
Payroll – Processed On-Site	<ul style="list-style-type: none"> <li>• Develop an emergency plan for processing payroll off-site (consider a contingency agreement with a payroll processing company).</li> </ul>			
Payroll – Processed by Payroll Vendor	<ul style="list-style-type: none"> <li>• Request disclosure of your payroll company’s disaster plan</li> </ul>			




## 2 | Develop A Plan: **SYSTEMS** (continued)

FINANCIAL SYSTEMS RISKS	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
Invoice, Payments, and Receipts	<ul style="list-style-type: none"> <li>• Ensure a backup plan is in place for receiving and paying invoices through an off-site facility or vendor and issuing receipts.</li> <li>• Identify a web-based, mobile application, or other method for handling orders, making and receiving payments, and issuing receipts.</li> </ul>			

PRODUCTION SYSTEMS RISKS (List the systems that are part of your production environment, see examples on next page.)	MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
1.				
2.				
3.				
4.				
5.				

## 2 | Develop A Plan: SYSTEMS (continued)

The most important things to remember during a power outage to prevent losses is to maintain revenue-generating activities and protect the building, equipment, and inventory from damage.





 RESTAURANT	 OFFICE ENVIRONMENT	 FACTORY
<p>Examples of high-priority production systems in a restaurant environment may include:</p> <ul style="list-style-type: none"><li>• Refrigerators and Freezers</li><li>• Ovens, Grills, and Deep Fryers<ul style="list-style-type: none"><li>• Ice-makers and Drink Dispensers</li></ul></li></ul>	<p>Examples of high-priority production systems in an office environment may include:</p> <ul style="list-style-type: none"><li>• Computers, Printers, and Copiers</li><li>• Network or Server Access<ul style="list-style-type: none"><li>• Lighting</li></ul></li></ul>	<p>Examples of high-priority production systems in a factory environment may include:</p> <ul style="list-style-type: none"><li>• Machinery and Conveyor Belts</li><li>• Safety Systems</li><li>• Order Processing and Receiving</li></ul>





## 2 | Develop A Plan: SERVICE

Can your organization provide community service to others following a power outage? Identify and build local relationships to create a **SERVICE** component in your Business Continuity Plan. For additional guidance on the **SERVICE** component, please see the *Quick Reference Guide: SERVICE* in this program.

By performing all applicable preparedness activities in **STAFF**, **SPACE**, and **SYSTEMS**, organizations will be eligible for recognition as a Ready Business – **SERVICE**.


SERVICE ACTION	ASSIGNED TO	BUDGET	COMPLETION DATE
Contact your Local Emergency Management Office			
Identify Ways to Engage and Participate in your Community			

 RELIEF KITS	 CHARGING STATION	 FOOD PREPARATION	 VOLUNTEER
<p>If your organization is open after the disaster, you could become a distributor or storage warehouse for Disaster Relief Kits. Providing a place for the supplies to be stored locally allows volunteer organizations to readily distribute them throughout affected areas.</p>	<p>Does your organization have electricity after the disaster? If so, you may want to become a volunteer charging station. Provide a safe, secure place for emergency responders, volunteers, and community members to charge their cell phones, power wheelchairs, and battery-powered tools.</p>	<p>Does your organization have the capability to prepare or serve meals? Providing a sanitary kitchen for emergency responders, volunteers, or community members to prepare or receive meals following a disaster is essential for rebuilding the community.</p>	<p>Not sure how your organization can directly contribute after the disaster? Volunteer. Contact your Local Emergency Manager and determine where volunteer opportunities exist in the community. You could prepare meals, sort debris, or even work at a local office of a volunteer organization. For additional ideas, visit <a href="#">National Voluntary Organizations Active in Disaster</a>.</p>

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p><b>STEP 1:</b></p> <p>Develop Business Continuity and Crisis Communications Plans</p>	<p>Create a Business Continuity Plan that includes strategies for storing critical business documents and data.</p>	 <p><a href="#">Business Continuity Plan</a></p>
	<p>Consult the Disaster Resistant Business Toolkit.</p>	 <p><a href="#">Disaster Resistant Business (DRB) Toolkit</a></p>
	<p>Assign a Business Continuity Team Leader responsible for implementing the Business Continuity Plan to bring your organization back to business after an event.</p>	 <p><a href="#">Business Continuity Plan</a></p>
	<p>Create a Crisis Communications Plan that includes internal and external communication protocols for before, during, and after a disaster.</p> <p>Include the social media channels of your power company in the Crisis Communications Plan to ensure timely updates of power outages.</p>	 <p><a href="#">Crisis Communications</a></p> <p><a href="#">Utilities Tap Power of Social Media</a> <a href="#">The Wall Street Journal</a></p>



## Quick Reference Guide: STAFF (continued)

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p><b>STEP 2:</b></p> <p>Conduct an Employee Awareness Campaign</p>	<p>Conduct an employee awareness campaign to educate staff on the safest response before, during, and after an event.</p> <p>The awareness campaign should include educating staff on the safest response before, during, and after a power outage. Include emergency communication plans and policies, and when to evacuate. The campaign should also provide guidance on critical actions after a power outage event.</p> <p>Be sure to include the following in the campaign:</p> <ul style="list-style-type: none"> <li>• Procedures for disconnecting and powering down equipment;</li> <li>• Procedures for entering or exiting the facility;</li> <li>• Requirements for data backup and retrieval;</li> <li>• Work from home requirements; and</li> <li>• An emergency plan for employees who rely on medical equipment. This may include a backup power supply or transportation to another facility.</li> </ul>	 <p><i>Recover From the Most Likely Disaster: Power Outage</i></p> <p><a href="#">Download the Presentation</a></p> <p><a href="#">Download the Transcript</a></p>

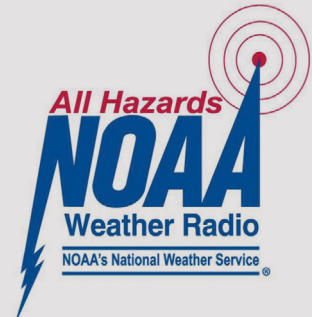

## Quick Reference Guide: STAFF (continued)

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p><b>STEP 3:</b></p> <p>Develop an Employee Training Program</p>	<p>Develop a training program that provides activities for employee engagement before, during, and after a power outage. Your training can be incorporated into established campaigns such as National Preparedness Month and should focus on disaster preparedness and safety. Drills or exercises should be incorporated into the program.</p> <p>Be sure to include the following in the training:</p> <ul style="list-style-type: none"> <li>• How to obtain information before, during, and after a power outage;</li> <li>• Evacuation routes and shelter plans;</li> <li>• How to disconnect or power-down equipment; and</li> <li>• Individual and family preparedness information.</li> </ul>	<p><b>PREPARE MY BUSINESS.org</b></p> <p><i>Recover From the Most Likely Disaster: Power Outage</i></p> <p><a href="#">Download the Presentation</a></p> <p><a href="#">Download the Transcript</a></p> <p>  <b>Ready Business.</b>  <a href="#">Power Outages</a></p>
<p><b>STEP 4:</b></p> <p>Conduct an Employee Training Session</p>	<p>Hold a preparedness discussion with your staff. Discuss what you have done to prepare for disasters, review your Business Continuity Plan, review your Crisis Communications Plan, and share awareness campaign key messages.</p> <p>The discussion should:</p> <ul style="list-style-type: none"> <li>• Educate the employees about your Business Continuity and Crisis Communications Plans; and</li> <li>• Include basic first aid and CPR training.</li> </ul>	<p><b>PREPARE MY BUSINESS.org</b></p> <p><i>Recover From the Most Likely Disaster: Power Outage</i></p> <p><a href="#">Download the Presentation</a></p> <p><a href="#">Download the Transcript</a></p>





## Quick Reference Guide: STAFF (continued)

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p><b>STEP 5:</b></p> <p>Conduct a Power Outage Drill</p>	<p>Conduct your disaster drill, but before you begin, contact your local emergency manager for additional ideas and to offer them a way to participate.</p>	 <p><b>Prepareathon</b></p> <p><a href="#">How Organizations Can Participate</a></p>
<p><b>STEP 6:</b></p> <p>Review Insurance Coverage/ Create Inventory</p>	<p>Meet with your insurance agent annually to review your insurance, especially property coverage limits, deductibles, and coinsurance requirements. Maintain a current photo or video inventory of your premises, equipment, inventory, supplies, etc. If you don't have service interruption (utility service) insurance, purchase a policy.</p>	 <p><b>Ready Business.</b></p> <p><a href="#">Insurance Coverage Discussion Form</a></p>
<p><b>SUGGESTED ACTION:</b></p> <p>Download the FEMA Preparedness App</p>	<p>Download the FEMA App for National Weather Service Alerts, Safety Tips, Preparation Checklists, and Maps of Disaster Resources.</p>	 <p><b>FEMA</b></p> <p><a href="#">FEMA Preparedness App</a></p>
<p><b>SUGGESTED ACTION:</b></p> <p>Develop an Emergency Supply Kit</p>	<p>Develop an emergency kit with supplies you may need before, during, and/or after the disaster.</p>	 <p><b>Ready Business.</b></p> <p><a href="#">Emergency Supply List</a></p>


## Quick Reference Guide: STAFF (continued)

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p><b>SUGGESTED ACTION:</b> Purchase a NOAA Weather Radio for Monitoring During an Event/ Download a Mobile Alerting App</p>	<p>Purchase a NOAA Weather Radio with single area message encoding (SAME) and download a severe weather alerts app for your mobile device.</p> <p>You may also sign up to receive emergency notifications from your local emergency services. Download <i>Be Smart. Take Part. Know Your Alerts and Warnings</i> for a summary of available notifications.</p> <p>Designate a Team Leader and assign them to monitor your NOAA Weather Radio during an event. Listen and heed instructions given by local emergency management officials. Have backup batteries and chargers.</p>	<div data-bbox="1071 399 1380 714">  <p><b>All Hazards NOAA Weather Radio</b> NOAA's National Weather Service®</p> </div> <p><a href="#">NOAA Weather Radio All Hazards</a></p> <div data-bbox="1071 840 1445 1050">  <p><b>Prepareathon</b> <a href="#">Be Smart. Take Part. Know Your Alerts and Warnings</a></p> </div>

## Quick Reference Guide: SPACE

SPACE RISKS	MITIGATION SOLUTION	REFERENCES
Offices	Disconnect computers and other equipment in case of a momentary power surge. Add surge protectors to all important equipment.	 <a href="#">Power Outages</a>
Hallways/Stairwells	Ensure emergency lighting, signage, and exit signs are operable and clearly visible. Ensure proper maintenance is performed on all existing signage.	 <i>Recover From the Most Likely Disaster: Power Outage</i> <a href="#">Download the Presentation</a> <a href="#">Download the Transcript</a>
Conference Rooms	Disconnect projectors, monitors, and other equipment in case of a momentary power surge. Add surge protectors to all important equipment.	 <a href="#">Power Outages</a>
Break Areas/Kitchens	Develop a plan for turning off and disconnecting appliances during an outage.	 <a href="#">Power Outages</a>

## Quick Reference Guide: SPACE (continued)


SPACE RISKS	MITIGATION SOLUTION	REFERENCES
Escalators/Elevators	If your business is located in a facility that requires escalators or elevators, establish alternative work plans or work from home procedures until the power outage has been resolved. At least one elevator should be powered by an emergency generator if the building is over four floors. If people are trapped in the elevator, make sure they know to follow posted instructions.	 <a href="#">Safety Tips During Outages and Blackouts</a>

## Quick Reference Guide: SYSTEMS



The following systems are affected by power outages. The best defense against a power outage is having a backup generator installed or providing a portable generator as the circumstances allow. By prioritizing the following business systems, organizations can begin the process of planning for backup power. It is important to note that providing backup power for all systems may not be practical, but providing backup for critical systems in the short-term can be achieved.


Regardless of whether your organization decides to install a permanent backup generator or secure a portable generator, it is important to seek the advice of a professional. Your utility provider may offer on-site evaluation services, or you can have an inspection by a professional to determine how to optimize use of a generator during an outage.

The [Power & Generator Checklist](#) provided by [Agility Recovery](#) will provide you with the key steps to prepare. Additional generator and fuel-specific tips are provided in the tables below.

COMMUNICATION SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
Phone	<p>Install at least one landline telephone. If you currently have a fax machine, it can be used as a touch-tone phone.</p> <p>Develop a 1-800 phone number for employees to call to receive regular updates.</p>	 <p><i>Recover From the Most Likely Disaster: Power Outage</i></p> <p><a href="#">Download the Presentation</a></p> <p><a href="#">Download the Transcript</a></p>
Internet/Servers	<p>If you host your website on servers in your facility, a power outage can take your business completely offline. Install an uninterruptible power supply (UPS) to back up your servers.</p> <p>Identify a partner business in another location to manage your website orders and inquiries.</p> <p>In case of extended power outage, have a plan in place for backup servers at another location.</p>	 <p><i>Recover From the Most Likely Disaster: Power Outage</i></p> <p><a href="#">Download the Presentation</a></p> <p><a href="#">Download the Transcript</a></p>  <p><i>Power Outages</i></p>


## Quick Reference Guide: SYSTEMS (continued)

COMMUNICATION SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
Cable and Other Television Services	If you rely on your television for disaster information and updates, purchase a NOAA Weather Radio with single area message encoding (SAME) and download a severe weather alerts app for your mobile device.	 <p><i>NOAA Weather Radio All Hazards</i></p>
Conferencing and Audiovisual Equipment	Install surge protectors to all important equipment. As an additional precaution, disconnect the equipment during a power outage, only if safe to do so.	 <p><i>Power Outages</i></p>



PRODUCT DELIVERY SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
Transport Vehicles	Keep your vehicle's fuel tank full. If you pump your own fuel, ensure you have a backup power source for your fuel pumps.	 <p><i>Power Outages</i></p>
Central GPS and Routing Systems	<p>Install an uninterrupted power supply (UPS) to back up your servers.</p> <p>In case of extended power outage, have a plan in place for wireless or a manual system for GPS and routing.</p>	 <p><i>Power Outages</i></p>
Scanners and Shipping Tools	Provide extra batteries or external backup batteries for these devices.	 <p><i>Recover From the Most Likely Disaster: Power Outage</i></p> <p><a href="#">Download the Presentation</a></p> <p><a href="#">Download the Transcript</a></p>




# Quick Reference Guide: SYSTEMS (continued)

BUILDING SUPPORT SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
HVAC	<p>There are two issues with HVAC, depending on when the power outage occurs. If the outage occurs in the summer months, extreme heat can become a problem. Conversely, if the power outage occurs in the winter months, extreme cold can present problems as well.</p> <p>Depending on your organization's location, consider the following options. Establish a work from home policy until the power outage is resolved, or provide a temporary dress code to accommodate the indoor climate.</p>	 <p><b>Ready Business.</b> <a href="#">Power Outages</a></p>  <p><b>DGS</b> Department of General Services STATE OF CALIFORNIA <a href="#">Safety Tips During Outages and Blackouts</a></p>
Water/Heating Distribution	<p>If your business requires electric heating and distribution of water to operate successfully, consider alternate power sources to accomplish that.</p> <p>Store drinking water as needed.</p> <p>Additionally, if the power outage occurs during the cold season, take steps to protect against frozen pipes. Insulate exposed pipes, drip faucets, and consider turning off the water supply.</p>	 <p><b>GEORGIA POWER</b> <a href="#">Prepare Your Business</a></p>
Equipment Elevators/ Lifts	<p>If movement of material such as generator fuel or supplies must occur, develop a plan to use the employee elevator with emergency power or alternate means of movement prior to the power outage.</p>	 <p><b>DGS</b> Department of General Services STATE OF CALIFORNIA <a href="#">Safety Tips During Outages and Blackouts</a></p>

## Quick Reference Guide: SYSTEMS (continued)



BUILDING SUPPORT SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
Generators and Fuel	<p>Determine if your organization will purchase a generator or lease one when necessary.</p> <p>If your facility has a permanently-installed generator, consider the following:</p> <ul style="list-style-type: none"> <li>• Protect it from flood;</li> <li>• Develop a service and maintenance plan;</li> <li>• Arrange service and fuel vendors; and</li> <li>• Test it regularly.</li> </ul> <p>If you require fuel for the generator, consider the following:</p> <ul style="list-style-type: none"> <li>• Anticipate fuel supply shortages;</li> <li>• Establish multiple fuel supply vendor sources; and</li> <li>• Store fuel in a weather-proof location.</li> </ul>	<p><b>PREPARE MY BUSINESS.org</b></p> <p><i>Recover From the Most Likely Disaster: Power Outage</i></p> <p><a href="#">Download the Presentation</a></p> <p><a href="#">Download the Transcript</a></p>  <p><a href="#">Using Backup Generators</a></p>
Lighting	<p>Ensure the emergency lighting system in the building works properly. Identify individuals responsible for having flashlights available as needed. <u>Do not use candles.</u> As a backup, all employees could keep a battery-powered flashlight in their workspace.</p>	 <p><b>DGS</b> Department of General Services STATE OF CALIFORNIA</p> <p><a href="#">Safety Tips During Outages and Blackouts</a></p>


## Quick Reference Guide: SYSTEMS (continued)

BUILDING SUPPORT SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
Sump Pumps	Ensure the pump has a battery, generator, or other backup power source installed. In areas where basements are prevalent, failure of the sump pump could become a primary source of losses during the storm.	 <a href="#">Power Outages</a>



SECURITY/SAFETY SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
Badging/Access	<p>If your facility requires RFID cards to gain access, these will not operate during a power outage. Consider the following options for ensuring only authorized personnel are granted access during a power outage:</p> <ul style="list-style-type: none"> <li>• Install a battery backup for short-term power outages;</li> <li>• Ensure keyed access to at least one door for longer power outages; and</li> <li>• Ensure someone always has the key on his or her person or in a safe location off-site.</li> </ul> <p>Ensure personnel are trained on policies regarding badging and contacting management for entry authorization.</p>	 <i>Recover From the Most Likely Disaster: Power Outage</i> <a href="#">Download the Presentation</a> <a href="#">Download the Transcript</a>
Smoke and Other Alarms	Ensure smoke alarms and security systems have an emergency backup power system.	 <i>Recover From the Most Likely Disaster: Power Outage</i> <a href="#">Download the Presentation</a> <a href="#">Download the Transcript</a>

## Quick Reference Guide: SYSTEMS (continued)

SECURITY/SAFETY SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
Video Surveillance Systems	Ensure a backup plan is in place for providing physical surveillance as needed during the power outage or that battery backup exists for surveillance equipment.	 <p><b>Ready Business.</b> <a href="#">Power Outages</a></p>
Interactive PA Systems	If your plan calls for announcements to be made via a public address system during a disaster, develop a backup plan for disseminating information during these times. Include this in your Crisis Communications Plan.	 <p><b>PREPARE MY BUSINESS.org</b> <a href="#">Crisis Communications</a></p>

TRANSIT SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
Mass Transit	Depending on the extent of the power outage, public transportation may be interrupted. If your employees rely on public transportation to commute to the workplace, consider establishing work from home procedures until the power outage is resolved.	 <p><b>Ready Business.</b> <a href="#">Shelter</a></p>
General Transit	Additionally, develop a plan to adapt transportation needs for employees, customers, and vendors and suppliers as necessary to avoid business interruption.	

## Quick Reference Guide: SYSTEMS (continued)

FINANCIAL SYSTEMS RISKS	MITIGATION SOLUTION	REFERENCES
General	<ul style="list-style-type: none"> <li>• Ensure paperless recordkeeping for financial and tax records.</li> <li>• Document valuables and business equipment.</li> </ul>	 <a href="#">Preparing for a Disaster (Taxpayers and Businesses)</a> <a href="#">Preparing for Disasters (Video)</a>
Payroll – Processed On-Site	<ul style="list-style-type: none"> <li>• Develop an emergency plan for processing payroll off-site (consider a contingency agreement with a payroll processing company).</li> </ul>	
Payroll – Processed by Vendor Payroll	<ul style="list-style-type: none"> <li>• Request disclosure of your payroll company's disaster plan.</li> </ul>	
Invoice, Payment, and Receipt	<ul style="list-style-type: none"> <li>• Ensure a backup plan is in place for receiving and paying invoices through an off-site facility or vendor and issuing receipts.</li> <li>• Identify a web-based, mobile application, or other method for handling orders, making and receiving payments, and issuing receipts.</li> </ul>	 <a href="#">Don't Let the Next Natural Disaster Put You Out of Business</a>

# Quick Reference Guide: SERVICE

SERVICE ACTION	MITIGATION SOLUTION	REFERENCES
<p>Contact your Local Emergency Management Office</p>	<p>Contact your local emergency management office to identify emergency management personnel and resources in your area.</p> <p>Contact your local emergency management office during your disaster planning to learn how you may provide service(s) before and after a disaster strikes. Include this information in your Business Continuity Plan.</p>	 <p><b>FEMA</b></p> <p><a href="#">Emergency Management Agencies</a></p>
<p>Identify Ways to Engage and Participate in your Community</p>	<p>In addition to preparing your organization, it is important to understand your local and tribal community emergency operations plans and to work with other organizations in your community or tribe. Opportunities to participate in whole community planning include the following:</p> <ul style="list-style-type: none"> <li>• Learn about public-private partnerships.</li> <li>• Participate in local or tribal organizations that make your community a safer and more prepared place to live and do business, such as your local Citizen Corps Council, hazard mitigation planning team, or local and tribal Community Emergency Response Team (CERT).</li> <li>• Citizen Corps Councils include representatives from all sectors of the community. This whole community membership helps to ensure the community perspective is reflected in local emergency management practices.</li> </ul>	 <p><b>Prepareathon</b></p> <p><a href="#">How Organizations Can Participate</a></p> 

# 3

## Take Action

1. Make sure that your Preparedness and Mitigation Project Plan is approved by the building owner if you are leasing or renting your building. Always check with your local building department to secure required permits prior to performing any retrofitting or other mitigation activity.
2. Perform preparedness and mitigation activities as prioritized in the Preparedness and Mitigation Project Plan. Document your preparedness and mitigation as instructed in the checklists for **STAFF**, **SPACE**, **SYSTEMS**, and **SERVICE** with signatures, photographs, receipts, or letters from an organization manager, engineer, or design professional.



### 3 | Take Action: Ready Business - STAFF Checklist

Use the following checklists to document actions taken to prepare your staff and organization for power outage events. Submit these checklists with your application for recognition under *Step Four: Be Recognized and Inspire Others*.

The Suggested Actions are recommended, but not required, for recognition.

PREPAREDNESS ACTIONS	ACCOMPLISHED	INITIAL/DATE OF RESPONSIBLE PERSON
<b>1</b> Developed Business Continuity and Crisis Communications Plans	Must be completed to receive recognition	
<b>2</b> Conducted an Employee Awareness Campaign	Must be completed to receive recognition	
<b>3</b> Developed an Employee Training Program	Must be completed to receive recognition	
<b>4</b> Conducted an Employee Training Session	Must be completed to receive recognition	
<b>5</b> Conducted a Power Outage Drill	Must be completed to receive recognition	
<b>6</b> Reviewed Insurance Coverage/Created Inventory	Must be completed to receive recognition	
<b>SUGGESTED ACTION:</b> Downloaded the FEMA Preparedness App	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
<b>SUGGESTED ACTION:</b> Developed an Emergency Supply Kit	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
<b>SUGGESTED ACTION:</b> Purchased a NOAA Weather Radio for Monitoring During an Event/Downloaded a Mobile Alerting App	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	



### 3 | Take Action: Ready Business - SPACE Checklist

SPACE RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INITIAL/DATE OF PERSON RESPONSIBLE
Offices	Installed surge protectors to all important equipment.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Hallways/Stairwells	Installed emergency lighting, directional signage, and exit signs. Ensured proper maintenance is performed on all existing signage.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Conference Rooms	Installed surge protectors to all important equipment.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Break Areas/Kitchens	Developed a plan for turning off and disconnecting appliances during an outage.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Escalators/Elevators	Ensured occupants understand emergency evacuation plans, and established alternative methods to move people and inventory.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	

### 3 | Take Action: Ready Business - SYSTEMS Checklist

SYSTEMS RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INITIAL/DATE OF PERSON RESPONSIBLE
Phone	Installed at least one landline telephone.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Internet/Servers	Developed a plan for server or internet access with backup power outside of the affected area.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Cable and Other Television Services	Developed a secondary means of information gathering.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Conferencing and Audiovisual Equipment	Installed surge protectors to all important equipment.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	

PRODUCT DELIVERY SYSTEMS RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INITIAL/DATE OF PERSON RESPONSIBLE
Transport Vehicles	Ensured backup power for fuel pumps, and fuel tanks for all vehicles remain full.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Central GPS and Routing Systems	Installed backup power for the system.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Scanners and Shipping Tools	Ensured extra batteries or external power supply is present.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	

### 3 | Take Action: Ready Business - SYSTEMS Checklist (continued)

BUILDING SUPPORT SYSTEMS RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INITIAL/DATE OF PERSON RESPONSIBLE
HVAC	Developed alternative work procedures as required.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Water Heating/Distribution	Stored drinking water as needed.  Developed a plan for protecting pipes during freezing temperatures.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Equipment Elevators/Lifts	Developed a plan for using alternative elevator with backup power for product or material transportation only.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Generators and Fuel	Developed a generator maintenance, operation, and fueling plan.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Lighting	Ensured emergency lighting works, and portable lighting will be used as needed for evacuation.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Sump Pump	Ensured the pump has a battery, generator, or other backup power source installed.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	

SECURITY/SAFETY SYSTEMS RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INITIAL/DATE OF PERSON RESPONSIBLE
Badging/Access	Ensured personnel are aware of access and exiting requirements during a power outage.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Smoke and Other Alarms	Ensured alarms have power backup.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Video Surveillance Systems	Ensured alternative plan is in place for surveillance.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Interactive PA Systems	Developed an alternate plan for making announcements during an emergency.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	

TRANSIT SYSTEMS RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INITIAL/DATE OF PERSON RESPONSIBLE
Mass Transit	Developed alternative work plans for employees or shelter-in-place procedures.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
General Transit	Developed a plan to adapt transportation needs for employees, customers, and vendors and suppliers as necessary to avoid business interruption.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	

FINANCIAL SYSTEMS RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INITIAL/DATE OF PERSON RESPONSIBLE
General	Ensured paperless recordkeeping for financial and tax records and documented valuables and business equipment.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Payroll – Processed On-Site	Developed an emergency plan for processing payroll off-site (consider a contingency agreement with a payroll processing company).	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Payroll – Processed by Payroll Vendor	Requested disclosure of your payroll vendor’s disaster plan.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Invoice, Payment, and Receipt	Developed backup plan for receiving and paying invoices and issuing receipts.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	

PRODUCTION SYSTEMS RISKS <small>(List the systems that are part of your production environment)</small>	MITIGATION SOLUTION	ACCOMPLISHED	INITIAL/DATE OF PERSON RESPONSIBLE
1.			
2.			
3.			
4.			
5.			

### 3 | Take Action: Ready Business - SERVICE Checklist

SERVICE ACTION	SERVICE SOLUTION	INITIAL/DATE OF RESPONSIBLE PERSON
Contacted your Local Emergency Management Office	These activities are written into your Business Continuity Plan.	
Identified Ways to Engage and Participate in your Community	These activities are written into your Business Continuity Plan.	

# 4

## Be Recognized and Inspire Others



Now that you have taken the steps to prepare and mitigate your organization to protect customers and employees, you can gain recognition for your accomplishment by completing the application and submit with the checklists completed from *Take Action* to be recognized as a Ready Business Community Member.

You will receive a Ready Business Community Member recognition certificate, window cling, and web badge to let your customers and staff know that your are a Ready Business and your organization will be added to the list of program participants on the Ready Business website. You will also receive a sample news release that you may use to let your community know that you have taken action to prepare.

### PLEASE COMPLETE:

Organization Name: \_\_\_\_\_

Owner/Manager: \_\_\_\_\_

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

Phone Number: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Organization Website URL: \_\_\_\_\_

### READY BUSINESS DESIGNATION LEVEL (Please indicate each level you are applying for):

<input type="checkbox"/> Ready Business - <b>STAFF</b>	Must complete steps 1 through 6 for <b>STAFF</b> recognition
<input type="checkbox"/> Ready Business - <b>SPACE</b>	Must complete all applicable <b>SPACE</b> activities for recognition
<input type="checkbox"/> Ready Business - <b>SYSTEMS</b>	Must complete all applicable <b>SYSTEMS</b> activities for recognition
<input type="checkbox"/> Ready Business - <b>SERVICE</b>	Must complete all applicable <b>SERVICE</b> preparedness activities and <b>STAFF</b> , <b>SPACE</b> and <b>SYSTEMS</b>

Please include with your application the preparedness actions and mitigation checklists completed from *Step Three: Take Action*.

# Feedback

Tell us about yourself and your organization



## 1. TYPE OF ORGANIZATION?

- Retail
- Professional Office
- Restaurant
- Service Provider
- Nonprofit
- Industrial
- Daycare Center/School
- Other, please list

## 2. HOW MANY PEOPLE DO YOU EMPLOY?

- 1 - 9
- 10 - 24
- 25 - 49
- 50 - 99
- 100 - 249
- 250 - 499
- 500 or more

## 3. HOW DID YOU HEAR ABOUT THE *READY BUSINESS PROGRAM*?

- FEMA
- FLASH
- State or local emergency management office
- Other, please list

## 4. PLEASE PROVIDE ANY SUGGESTIONS FOR THE *READY BUSINESS PROGRAM*:

---

---

---

---

---

Thank you for your participation in the *Ready Business Program*. You will receive a response to your application within two to four weeks. For more information or if you have questions about the program or application, contact FLASH at (877) 221-7233 or email [ReadyBusiness@flash.org](mailto:ReadyBusiness@flash.org). Once you have completed the application(s), please scan and email to [ReadyBusiness@flash.org](mailto:ReadyBusiness@flash.org).

For business continuity and preparedness questions, please contact FEMA at [FEMA-Private-Sector@fema.dhs.gov](mailto:FEMA-Private-Sector@fema.dhs.gov).

---

Signature

Print Name

Date





## Valuable Websites

### **Prepareathon**

<https://www.ready.gov/prepare>

### **Department of Energy**

[http://energy.gov/oe/services/energy-assurance/emergency-preparedness/  
community-guidelines-energy-emergencies](http://energy.gov/oe/services/energy-assurance/emergency-preparedness/community-guidelines-energy-emergencies)

### **Federal Alliance for Safe Homes (FLASH)**

<http://www.flash.org>

### **Ready Power Outage**

<https://www.ready.gov/power-outages>

### **Ready Business**

<http://www.ready.gov/business>

The following is a list of websites and content referenced in this document.

Page #	Title of Document	Link
Inside Front Cover	Pentland, William. "Blackout Risk Tool Puts Price Tag On Power Reliability." <i>Forbes</i> , August 30, 2013.	<a href="http://www.forbes.com/sites/williampentland/2013/08/30/blackout-risk-tool-puts-price-tag-on-power-reliability/#5334a50c4689">http://www.forbes.com/sites/williampentland/2013/08/30/blackout-risk-tool-puts-price-tag-on-power-reliability/#5334a50c4689</a>
Inside Front Cover	Campbell, Richard J. <i>Weather-Related Power Outages and Electric System Resiliency</i> . (CRS Report No. R42696). Washington, DC: Congressional Research Service, 2012.	<a href="http://fas.org/sgp/crs/misc/R42696.pdf">http://fas.org/sgp/crs/misc/R42696.pdf</a>
Inside Front Cover	Samenow, Jason. "Report: Power Outages Due to Weather Have Doubled since 2003." <i>The Washington Post</i> , April 11, 2014.	<a href="https://www.washingtonpost.com/news/capital-weather-gang/wp/2014/04/11/report-power-outages-due-to-weather-have-doubled-since-2003/">https://www.washingtonpost.com/news/capital-weather-gang/wp/2014/04/11/report-power-outages-due-to-weather-have-doubled-since-2003/</a>
3	FEMA. <i>Business Continuity Plan</i> . Ready Business	<a href="http://www.fema.gov/media-library/assets/documents/89510">www.fema.gov/media-library/assets/documents/89510</a>
4	Ready Business email	<a href="mailto:ReadyBusiness@flash.org">ReadyBusiness@flash.org</a>
12	FirstEnergy	<a href="https://youtu.be/QBE6oLa_0wA">https://youtu.be/QBE6oLa_0wA</a>
21	National Voluntary Organizations Active in Disaster	<a href="http://www.nvoad.org/how-to-help/volunteering">www.nvoad.org/how-to-help/volunteering</a>
22	FEMA. <i>Business Continuity Plan</i> . Ready Business	<a href="http://www.fema.gov/media-library/assets/documents/89510">www.fema.gov/media-library/assets/documents/89510</a>
22	<i>DRB Toolkit</i>	<a href="http://www.drbtoolkit.org">www.drbtoolkit.org</a>
22	FEMA. <i>Business Continuity Plan</i> . Ready Business	<a href="http://www.fema.gov/media-library/assets/documents/89510">www.fema.gov/media-library/assets/documents/89510</a>
22	Small Business Administration. <i>Crisis Communication</i> .	<a href="http://www.agilityrecovery.com/assets/SBA/crisiscomms.pdf">www.agilityrecovery.com/assets/SBA/crisiscomms.pdf</a>
22	Blackman, Andrew. "Utilities Tap Power of Social Media", <i>The Wall Street Journal</i> , September 22, 2013	<a href="http://www.wsj.com/articles/SB10001424127887324823804579012721588956480">www.wsj.com/articles/SB10001424127887324823804579012721588956480</a>
23	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
23	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
24	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
24	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
24	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>

The following is a list of websites and content referenced in this document (continued).

Page #	Title of Document	Link
24	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
24	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
25	FEMA. <i>How Organizations Can Participate</i> . Prepareathon	<a href="http://www.fema.gov/media-library/assets/documents/94719">www.fema.gov/media-library/assets/documents/94719</a>
25	FEMA. <i>Insurance Coverage Discussion Form</i>	<a href="http://www.fema.gov/media-library/assets/documents/89528">www.fema.gov/media-library/assets/documents/89528</a>
25	FEMA. Preparedness Mobile App	<a href="http://www.fema.gov/mobile-app">www.fema.gov/mobile-app</a>
25	FEMA. <i>Emergency Supply List</i>	<a href="http://www.fema.gov/media-library/assets/documents/90354">www.fema.gov/media-library/assets/documents/90354</a>
26	NOAA. <i>Weather Radio All Hazards</i>	<a href="http://www.nws.noaa.gov/nwr/">www.nws.noaa.gov/nwr/</a>
26	FEMA. <i>Be Smart. Take Part. Know Your Alerts and Warnings</i> . Prepareathon	<a href="http://www.community.fema.gov/action/access-alerts-and-warnings">www.community.fema.gov/action/access-alerts-and-warnings</a>
27	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
27	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
27	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
27	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
27	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
28	California Department of General Services. <i>Safety Tips During Outages and Blackouts</i>	<a href="https://www.documents.dgs.ca.gov/OSP/SAM/memos/MM05_14SAFETY%20TIPS%20DURING%20OUTAGES%20AND%20BLACKOUTS.pdf">https://www.documents.dgs.ca.gov/OSP/SAM/memos/MM05_14SAFETY%20TIPS%20DURING%20OUTAGES%20AND%20BLACKOUTS.pdf</a>
29	Agility Recovery. <i>Power &amp; Generator Checklist</i>	<a href="http://www.agilityrecovery.com/assets/PowerandGeneratorChecklist2013.pdf">www.agilityrecovery.com/assets/PowerandGeneratorChecklist2013.pdf</a>
29	Agility Recovery	<a href="http://www.agilityrecovery.com/">www.agilityrecovery.com/</a>
29	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>

The following is a list of websites and content referenced in this document (continued).

Page #	Title of Document	Link
29	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
29	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
29	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
29	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
30	NOAA. <i>Weather Radio All Hazards</i>	<a href="http://www.nws.noaa.gov/nwr/">www.nws.noaa.gov/nwr/</a>
30	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
30	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
30	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
30	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
30	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
31	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
31	California Department of General Services. <i>Safety Tips During Outages and Blackouts</i>	<a href="https://www.documents.dgs.ca.gov/OSP/SAM/memos/MM05_14SAFETY%20TIPS%20DURING%20OUTAGES%20AND%20BLACKOUTS.pdf">https://www.documents.dgs.ca.gov/OSP/SAM/memos/MM05_14SAFETY%20TIPS%20DURING%20OUTAGES%20AND%20BLACKOUTS.pdf</a>
31	Georgia Power. <i>Prepare Your Business</i>	<a href="https://georgiapower.com/in-your-community/storm-center/before/prepare-business.cshtml">https://georgiapower.com/in-your-community/storm-center/before/prepare-business.cshtml</a>
31	California Department of General Services. <i>Safety Tips During Outages and Blackouts</i>	<a href="https://www.documents.dgs.ca.gov/OSP/SAM/memos/MM05_14SAFETY%20TIPS%20DURING%20OUTAGES%20AND%20BLACKOUTS.pdf">https://www.documents.dgs.ca.gov/OSP/SAM/memos/MM05_14SAFETY%20TIPS%20DURING%20OUTAGES%20AND%20BLACKOUTS.pdf</a>
32	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
32	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>

The following is a list of websites and content referenced in this document (continued).

Page #	Title of Document	Link
32	Department of Energy. <i>Using Backup Generators</i>	<a href="http://www.energy.gov/oe/community-guidelines-energy-emergencies/using-backup-generators">www.energy.gov/oe/community-guidelines-energy-emergencies/using-backup-generators</a>
32	California Department of General Services. <i>Safety Tips During Outages and Blackouts</i>	<a href="https://www.documents.dgs.ca.gov/OSP/SAM/memos/MM05_14SAFETY%20TIPS%20DURING%20OUTAGES%20AND%20BLACKOUTS.pdf">https://www.documents.dgs.ca.gov/OSP/SAM/memos/MM05_14SAFETY%20TIPS%20DURING%20OUTAGES%20AND%20BLACKOUTS.pdf</a>
33	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
33	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
33	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
33	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Presentation	<a href="http://www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf">www.agilityrecovery.com/assets/slides/SBA-Agility-NPM_Webinar_2-Power_Recovery.pdf</a>
33	Prepare My Business. <i>Recover From the Most Likely Disaster: Power Outage</i> . Transcript	<a href="http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf">http://www.agilityrecovery.com/assets/NPM/2015/slides&amp;transcripts/2015npm2/2015NPM2_Transcripts.pdf</a>
34	FEMA. <i>Power Outages</i> . Ready Business	<a href="http://www.ready.gov/power-outages">www.ready.gov/power-outages</a>
34	Small Business Administration. <i>Crisis Communication</i> .	<a href="http://www.agilityrecovery.com/assets/SBA/crisiscomms.pdf">www.agilityrecovery.com/assets/SBA/crisiscomms.pdf</a>
34	FEMA. <i>Shelter</i> . Ready Business	<a href="http://www.ready.gov/shelter">www.ready.gov/shelter</a>
35	Internal Revenue Service. <i>Preparing for Disaster (Taxpayers and Businesses)</i>	<a href="http://www.irs.gov/businesses/small-businesses-self-employed/preparing-for-a-disaster-taxpayers-and-businesses">www.irs.gov/businesses/small-businesses-self-employed/preparing-for-a-disaster-taxpayers-and-businesses</a>
35	Internal Revenue Service. <i>Preparing for Disasters</i> (Video)	<a href="http://www.youtube.com/watch?v=qTzxoAebHTM">www.youtube.com/watch?v=qTzxoAebHTM</a>
35	Intuit QuickBooks. <i>Don't Let the Next Natural Disaster Put You Out of Business</i>	<a href="http://quickbooks.intuit.com/r/money/dont-let-the-next-natural-disaster-put-you-out-of-business/">http://quickbooks.intuit.com/r/money/dont-let-the-next-natural-disaster-put-you-out-of-business/</a>
36	FEMA. <i>Emergency Management Agencies</i>	<a href="http://www.fema.gov/emergency-management-agencies">www.fema.gov/emergency-management-agencies</a>
36	FEMA. <i>How Organizations Can Participate</i> . Prepareathon	<a href="http://www.fema.gov/media-library/assets/documents/94719">www.fema.gov/media-library/assets/documents/94719</a>
46	Ready Business email	<a href="mailto:ReadyBusiness@flash.org">ReadyBusiness@flash.org</a>
46	FEMA Private Sector Division email	<a href="mailto:FEMA-Private-Sector@fema.dhs.gov">FEMA-Private-Sector@fema.dhs.gov</a>







The Federal Alliance for Safe Homes, Inc. (FLASH)<sup>®</sup> has prepared the *Ready Business Toolkit* for informational and educational purposes only. Although the information and recommendations are presented in good faith and believed to be correct, the author makes no representations or warranties, express or implied, regarding the information.

Users are advised to seek the assistance of a licensed professional engineer or design professional with any questions about this material as it may apply to their circumstances. If the User is dissatisfied with any information in this toolkit or with any of these Terms and Conditions of Use, the User's sole and exclusive remedy is to discontinue using the *Ready Business Toolkit*.