

# Irving Convention & Visitors Bureau

## Business Continuity and Disaster Recovery Plan

Staff responsibilities and directives for recovering  
from a disaster and processes for ensuring  
continuity of critical business functions until  
recovery is attained

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# Table of Contents

<b>ACCESSIBILITY OF THIS PLAN:</b> .....	<b>1</b>
In the event of a disaster that makes the ICVB office and servers unavailable, this plan is stored online and is accessible from anywhere using <a href="http://www.irvingtexas.com/links">www.irvingtexas.com/links</a> .	1
<b>EXECUTIVE SUMMARY</b> .....	<b>1</b>
Purpose	1
Scope	1
Mission	1
Assumptions	2
Communication Responsibilities	2
<b>PLAN DETAILS</b> .....	<b>3</b>
<b>Individuals with Critical Responsibilities</b> .....	<b>3</b>
<b>ICVB Emergency Response Team</b> .....	<b>4</b>
<b>When Disaster Strikes</b> .....	<b>4</b>
Pre-Disaster	4
Disaster Impact	4
Post-Disaster	4
Administration’s Primary Recovery Responsibilities	5
<b>Communication Protocols</b> .....	<b>5</b>
Staff Communications	5
Media Communications	6
Sample Emergency Announcements for the 800 2IRVING (800.247.8464) Hot Line	7
<b>PLAN NOTIFICATION AND ACTIVATION</b> .....	<b>8</b>
Levels of Response	8
Monitoring Responsibilities	8
Notification	9
Warning	9
Plan Activation	9

<b>STAFF ASSIGNMENTS AND RESPONSIBILITIES.....</b>	<b>10</b>
<b>Expectations of Staff: .....</b>	<b>10</b>
Understanding your role in a crisis	10
Disaster Preparation & Recovery	10
Emergency Procedures	10
Carrying Out Your Duties	11
<b>Executive Director.....</b>	<b>12</b>
Disaster Role: Crisis Coordinator	12
<b>Current Board Chair .....</b>	<b>14</b>
Disaster Role: Board Liaison	14
<b>Vice President, Marketing Communications .....</b>	<b>15</b>
Disaster Role: Communications Coordinator	15
<b>Marketing Director .....</b>	<b>17</b>
Disaster Role: Online Coordinator	17
<b>Vice President, Finance &amp; Administration .....</b>	<b>18</b>
Disaster Role: Human Resources Coordinator	18
<b>Senior Accountant .....</b>	<b>20</b>
Disaster Role: Financial Coordinator	20
<b>Technology Director.....</b>	<b>21</b>
Disaster Role: Technology Coordinator	21
<b>Vice President, Sales &amp; Services .....</b>	<b>22</b>
Disaster Role: Sales Department Coordinator	22
<b>RECOVERY STRATEGIES .....</b>	<b>23</b>
Plan Execution	23
Emergency Response Team – Recovery Priorities	23
<b>TEMPORARY FACILITY LOCATION OPTIONS.....</b>	<b>24</b>
Location	24
Recommended Supplies	25
Functions to be Performed	25
<b>PLAN MAINTENANCE .....</b>	<b>25</b>
<b>IMPORTANT TERMINOLOGY.....</b>	<b>26</b>
National Weather Service Terms	26
Important Seismic Terms	27

**REFERENCE SECTION ATTACHMENTS .....28**

**SECTION 1: Emergency Contacts..... 28**

- ICVB Staff Contact List 28
- ICVB Board of Directors Roster 28
- Service/Support Providers of Critical Services 28
- Community Emergency Contacts List 28
- Urgent Care Facilities 28
- Clients, Partners & Current Events 28
- Media Contacts 28

**SECTION 2: Bomb Threat Checklist Form ..... 28**

**SECTION 3: Information Technology Disaster Recovery Plan ..... 28**

**SECTION 4: Accounting & Finance Operations Contingency Plan ..... 28**

**SECTION 5: ICVB Crisis Communications Plan ..... 28**

**SECTION 6: ICC Crisis Communications Plan ..... 28**

**SECTION 7: ICC Emergency Plan ..... 28**

**SECTION 8: Business Continuity Plan Update Checklist ..... 28**

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# ICVB Business Continuity & Disaster Recovery Plan

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**This document is maintained and updated by the VP, Finance & Administration to ensure the plan remains current as staff changes occur, and that updates to the plan are present in the Dropbox location.**

## Executive Summary

### Purpose

The Business Continuity Plan (BCP) is intended to establish policies, procedures and organizational structure for response to emergencies that are of sufficient magnitude to cause a significant disruption of the functioning of all or portions of the Irving Convention & Visitors Bureau. This BCP describes the roles and responsibilities of departments and staff during emergency situations. The basic emergency procedures are designed to protect lives and property through effective use of organizational resources. Since an emergency may be sudden and without warning, these procedures are designed to be flexible in order to accommodate contingencies of various types and magnitudes. The BCP defines procedures to maintain and/or restore critical business operations.

### Scope

This plan is an organizational-level plan that guides the emergency response of personnel and resources of the ICVB during an emergency situation at the Irving Convention Center. It is the official emergency response plan of the organization and precludes actions not in concert with the intent of this plan. However, nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

This plan and organization shall be subordinate to federal, state or local plans during a disaster declaration by those authorities. Activation of the City of Irving's plan is dependent upon the nature and location of the disaster. If this occurs, direction will come from the City's Emergency Operations Center. This Business Continuity Plan is consistent with established practices relating to coordination of emergency response. The bureau will cooperate with the Office of Emergency Management, State, County and City Police and other responders in the development of specific emergency response plans.

### Mission

The Irving CVB will respond to an emergency situation in a safe, effective and timely manner. Resources and equipment will be utilized to accomplish the following priorities:

Priority I: Protection of Human Life

- Priority II: Protection of Business Assets
- Priority III: Maintenance or Restoration of Critical Business Operations
- Priority IV: Assessment of Damages
- Priority V: Restoration of General Business Operations

### Assumptions

This Business Continuity Plan is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

1. An emergency or a disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
2. The succession of events in an emergency or disaster is not predictable; therefore, published operational plans such as this should serve only as a guide and a checklist, and may require modifications in order to meet the requirements of the specific emergency.
3. An emergency or a disaster may be declared if information indicates that such conditions are developing or probable.
4. Disasters may be community-wide. Therefore, it is necessary for the bureau to plan for and carry out disaster response and short-term recovery operations in conjunction with the City of Irving.

### Communication Responsibilities

Primary and Alternate individuals assigned to make internal and external contacts are as follows:

Responsibility	Primary	Alternate
Overall Responsibility	Executive Director	ICC General Manager
Media Contact	VP, Marketing Communications	Director of Communications
Staff & Relatives	VP, Finance & Administration	VP, Marketing Communications
Emergency Hot-Line / Website	Director of Communications	VP, Marketing Communications
Customers/Clients	VP, Sales & Services	Director of Convention Services
City/Government Liaison	Executive Director	VP, Finance & Administration
Financial Issues	Senior Accountant	VP, Finance & Administration
Insurance Issues	VP, Finance & Administration	Executive Director
IT Issues	Director of Information Technology	VP, Finance & Administration
Relocation Site Providers	VP, Finance & Administration	Executive Director

## Plan Details

### Individuals with Critical Responsibilities

#### 1. Crisis Coordinator

The Crisis Coordinator is the Executive Director of the ICVB, is in charge of the Emergency Response Team and is the individual responsible for the command and control of all aspects of the emergency response. The Crisis Coordinator must be able to quickly assess an emergency situation, determine the level of impact, assess the effect, contain the incident and assign the proper resources. Clearly the Crisis Coordinator must have the authority and ability to make quick decisions in an emergency situation.

In his/her absence, only members of the Emergency Response Team can be designated as the Crisis Coordinator with authorization to fully activate this Business Continuity Plan. Acting Crisis Coordinators are as follows:

Primary: ICC General Manager

Backup: VP, Finance & Administration

#### 2. Business Continuity Plan Coordinator

The Business Continuity Plan Coordinator is responsible for the maintenance of the Business Continuity Plan. The Irving CVB's VP, Finance & Administration is designated as the Business Continuity Plan Coordinator.

Business Continuity Plan Coordinators maintain the Business Continuity Plan by performing regular updates to the documentation and by reviewing the required updates made to the Department Plans. The Business Continuity Plan Coordinator will arrange for annual meetings of the Emergency Response Team. The Business Continuity Plan Coordinator will also arrange for periodic Plan Exercises (at least one Plan Exercise per year).

The Business Continuity Plan Coordinator should be knowledgeable of emergency management professional practices. They should read professional literature, participate in related activities of the local Office of Emergency Management, attend professional seminars and, ideally, obtain professional credentials.

#### 3. Role of Management

Management personnel are seen as leaders by staff and should be prepared to direct their staff to assembly areas in the event of an emergency and account for every staff. Management personnel should read and be familiar with applicable emergency plans and familiarize themselves with emergency procedures and evacuation routes. Management must be prepared to assess situations quickly but thoroughly, and use common sense in determining a course of action.

#### 4. Role of Staff

All staff members should familiarize themselves with the emergency procedures and evacuation routes in buildings in which they use frequently. Staff should be prepared to assess situations quickly but thoroughly, and use common sense in determining a course of action. They should evacuate to assembly areas in an orderly manner when directed to do so by management personnel, emergency personnel or when an alarm sounds.

## ICVB Emergency Response Team

Updated: 3/13/2018 by Mike Zumbaugh

Title	Staff Name	Disaster Role
<a href="#">Executive Director</a>	Maura Gast	Crisis Coordinator
<a href="#">Current Board Chair</a>	Clem Lear	Board Liaison
<a href="#">Vice President, Marketing Communications</a>	Diana Pfaff	Communications Coordinator
<a href="#">Marketing Director</a>	Monty White	Online Coordinator
<a href="#">Vice President, Finance &amp; Administration</a>	Mike Zumbaugh	Human Resources Coordinator
<a href="#">Senior Accountant</a>	Marianne Lauda	Financial Coordinator
<a href="#">Technology Director</a>	Barb Schingle	Technology Coordinator
<a href="#">Vice President, Sales &amp; Services</a>	Lori Fojtasek	Sales Department Coordinator
ICC General Manager	Tom Meehan	Backup to Crisis Coordinator

At the direction of the Executive Director, the Emergency Response Team (ERT) is responsible for Business Continuity Plan (BCP) execution during an emergency situation. The Emergency Response Team reports directly to the Executive Director. The ERT is comprised of management personnel representing areas of the business that have key BCP execution responsibilities, and who are assigned as both primary and alternate members. Primary members are management personnel who are familiar with their Department's planning responsibilities. Alternate members are also management personnel who are familiar with their Department's planning responsibilities and execute their Department Plan responsibilities in the absence / unavailability of the primary member.

All primary and alternate members need to be knowledgeable of overall BCP operations and must also be available during a crisis situation. ERT members are required to attend annual Plan Exercises organized by the VP, Finance & Administration.

## When Disaster Strikes

### Pre-Disaster

- 1) Execute the Communications Plan.
- 2) Update the Emergency Hot-Line as required.
- 3) Perform backup of all electronic files.
- 4) Implement appropriate evacuation, shelter-in-place and safety plans.

### Disaster Impact

- 1) Discontinue all normal business activities.
- 2) Implement appropriate evacuation, shelter-in-place and safety plans.
- 3) If applicable, disconnect all electrical equipment.

### Post-Disaster

(depending upon the level of damage and as instructed by the ERT)



## **Response**

- 1) Execute the Communications Plan.
- 2) Assess work-area damages and send assessment to the ERT.
- 3) Contact Insurance carriers.
- 4) Contact City Risk Management.
- 5) Maintain emergency funding and credit card needs.
- 6) Maintain payroll operations and critical benefit services.

## **Recovery**

- 1) Be prepared to relocate to Temporary Location
- 2) Maintain contact with all suppliers, subcontractors and vendors.
- 3) Engage subcontractors as needed.
- 4) Make critical (if only temporary) repairs.
- 5) Repair salvageable equipment and institute the replacement of critical equipment.
- 6) Manage transportation needs.
- 7) Initiate cleanup, reconstruction and/or relocation efforts.
- 8) Maintain mail service operations; redirect mail services as necessary.
- 9) Analyze damage and file insurance claims.

## **Long-Term**

- 1) Reassess insurance needs.

## **Administration's Primary Recovery Responsibilities**

- 1) Assess workforce capabilities
- 2) Assess damages to office equipment & furniture
- 3) Maintain payroll and benefits processing
- 4) Collect & analyze Damage Assessment reports
- 5) Contact insurance carriers
- 6) Maintain Financial Management functions
- 7) Finance the recovery efforts
- 8) Facilitate Relocation (if needed)
- 9) Secure clean-up & restoration subcontractors and service providers.

## **Communication Protocols**

### **Staff Communications**

If staff are not already located in the building, they may call the Emergency Hot-Line 800.247.8464 for instructions related to a crisis. If this number is inoperative, they may contact their supervisor or other designated contact person. (Staff contact information is contained within the References Section of this plan.)

Status updates will be sent via text to all staff using the City's emergency texting system. Updated information will also be available on the ICVB and ICC websites at [www.irvingtexas.com/crisis](http://www.irvingtexas.com/crisis) and [www.irvingconventioncenter.com/crisis](http://www.irvingconventioncenter.com/crisis).

The VP, Marketing Communications, in concert with the Executive Director, are responsible for the content of the web, text and phone messages, and should keep them updated frequently during disaster periods.

## **Severe Community-Wide Disaster (tornado, severe storm, chemical spill, terror attack etc.)**

Two new problems emerge with community-wide disasters. First, the communication infrastructure may be disabled. Second staff may be directly impacted by the disaster, making a rapid return to work difficult or impossible.

If a community-wide disaster occurs, management may need to contact staff directly. This will be accomplished by having each supervisor contact their respective staff. Once initial contact has been made (or attempted), the status of each staff should be forwarded to the VP, Finance & Administration who will compile this information. The VP, Finance & Administration will also maintain ongoing contact, and (if necessary) ongoing support to all staff. Staff are required to maintain contact with the office as soon as possible following a crisis.

### **Media Communications**

Most executives are not trained to discuss a business crisis with the media, therefore, it is important to identify a media contact individual and a backup. A single source for information will allow the business to select the most appropriate candidate and will reduce the number of conflicting reports that will inevitably occur after a disaster. Be sure that individuals who answer telephones are aware of where to direct incoming calls from the media and are instructed not to speak with the media. When being interviewed a few basic concepts to keep in mind are as follows:

- Keep your responses as simple as possible; avoid technical terms and industry jargon.
- Be completely honest.
- Respond to every question but do not feel obligated to answer every question. If you are unsure of an answer simply say you will investigate the issue and provide an answer at a later time; never speculate.
- Never say "no comment."
- Do not comment on information from a third party.
- Be prepared and don't take offense to "tough questions."
- Never discuss matters "off the record."

If contacted directly by the media, please refer them to the VP, Marketing Communications. Other staff are not authorized to speak on behalf of the organization, unless requested to do so by the Executive Director or the VP, Marketing Communications.

## Sample Emergency Announcements for the 800 2IRVING (800.247.8464) Hot Line

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- **Tuesday 6:30am.** The Irving CVB and the Irving Convention Center will be closed today as a result of the ongoing severe weather. This message will be updated as of 6:30pm today or sooner if the situation merits.
  - **Tuesday 3:00pm.** The Irving CVB and the Irving Convention Center will be open tomorrow, Wednesday, *insert date*. All personnel are expected to return to work at *insert time*. - or -
  - **Tuesday 6:30pm.** Due to ongoing storm conditions, no decision has been made whether The Irving CVB and the Irving Convention Center will be open tomorrow. This message will be updated as of 6:30am tomorrow.
- 

- **Monday 6:30pm.** Severe storm conditions are expected to threaten the Irving area on Tuesday, *insert date*. Irving CVB Emergency Management and Response Team members are to report to work tomorrow morning. All other staff are to call any time after 6:00am Tuesday for an update. This message will be updated at that time or sooner as the situation merits.
  - **Tuesday 6:30am.** Severe storm conditions are expected to threaten the Irving area on Wednesday, *insert date*. Irving CVB Emergency Management and Response Team members are to report to work today. All other staff are not to report to work today. All staff should call the Emergency Hotline **(800.247.8464)** every morning and evening to receive updates of the situation. This message will be updated as of 6:00am and 6:30pm daily until the severe weather has passed.
- 

- **Thursday 3:00pm.** There has been a major accident and chemical spill (insert location and distance from the Irving Convention Center). Our offices are closed until further notice. All staff and visitors are strongly advised to avoid this area. This message will be updated as soon as we have additional information.
- 

- **Friday 6:00am.** There was an explosion in the downtown area about a mile from our offices at 4:30am this morning; the cause is unknown. The Irving Convention Center is closed; all staff are asked report to our alternative work site located at The Arts Center, 3333 North MacArthur Boulevard in Irving at 8:00am.

## Plan Notification and Activation

### Levels of Response

In responding to any emergency, it is important for the Executive Director to classify severity or level of the event. This Business Continuity Plan (BCP) utilizes the following definitions:

**Level 1 – Minor Incident.** *A Minor Incident is defined as a local event with limited impact, which does not affect the overall functioning capacity of the business.* Examples would be a contained hazardous material incident, or a limited power outage. The initial responders and/or Building Security typically handle the situation.

The Executive Director may be notified, but the Business Continuity Plan is not activated (neither the Emergency Management Team nor the Emergency Response Team respond).

**Level 2 – Emergency.** *Any incident, potential or actual, which seriously disrupts the overall operation of the business.* Examples would be a building fire, a civil disturbance, or a widespread power outage of extended duration. The initial responders and/or Building Security cannot handle the situation.

The Executive Director is notified and the Business Continuity Plan is activated and outside support services may be required. An Emergency requires a full or partial activation of the Business Continuity Plan (the Emergency Response Team is assembled and the Emergency Management Team is consulted). Several Departments respond and outside emergency services may also be involved.

**Level 3 – Disaster.** *Any event or occurrence that has taken place and has seriously impaired or halted the operations of the business.* Examples would be a damaging tornado striking the building or other community-wide emergency. The event would likely disable business operations for at least 24 hours and outside emergency services would not always be available.

In some cases, large numbers of staff casualties and severe property damage may be sustained. A Disaster requires activation of the Business Continuity Plan (the Emergency Response Team is assembled and the Emergency Management Team is consulted). Most, if not all, departments respond and outside emergency services will likely be involved.

### Monitoring Responsibilities

The primary responsibility for monitoring emergency threats and events resides with the ICC Building Security provider and ICC Operations Team. Together with fire and alarm monitoring systems, Building Security serves on a continuous 24/7/365 basis and can receive emergency communications from variety of official and public sources, including:

- National Warning System
- National Weather Service (NWS)
- Emergency Broadcast System (EBS)
- State Police
- Local Police, Fire and Emergency Medical Services
- Emergency telephone calls.

## Notification

The ICC Building Security provider has overall responsibility for alerting the appropriate parties. Accordingly, initial responders should always contact Security immediately. Initial responders may also contact other appropriate entities, such as the Fire Department if a fire breaks out, as directed by Building Security.

In case of any type of emergency, the Security Shift Supervisor (supervisor in charge) should follow Security standard operating procedures. If the emergency warrants, he/she should communicate immediately with the Executive Director. No one else should attempt to contact the Executive Director for purposes of notification. If there is doubt that the Executive Director has been contacted, then Security should be contacted for clarification.

Security will have a list of the Emergency Response Team members and telephone contact information. If the Executive Director is not available, Security will have the priority list of backup coordinators and will continue to make telephone calls until contact is made.

## Warning

Should it be deemed necessary to warn the staff of an impending threat or emergency situation, Building Security is designated to maintain alert warning resources and activities. Based on the initial report, and information obtained from other appropriate entities, the Executive Director will declare the level of the emergency.

If either an Emergency or a Disaster is declared, the Business Continuity Plan will be activated. Upon declaration of an Emergency or Disaster, the Emergency Response Team Members needed to respond will be notified and should report immediately to the First Floor Board Room, or other location as directed by the Executive Director.

Predictable events, such as certain meteorological storms, are treated differently from emergency incidents. Building Security is designated to monitor these events on a 24/7/365 basis. The Security Supervisor will contact the Executive Director as necessary.

## Plan Activation

Plan activation begins at the discretion of the **Executive Director** upon the receipt of information of an emergency event or threat of an emergency. Based on the Security report, and information obtained from other appropriate entities, the Executive Director will declare the level of the emergency and activate the Business Continuity Plan and other subordinate plans to the extent necessary to control the situation. The Executive Director shall review the circumstances of the emergency with the Emergency Response Team and determine the appropriate response.

## Staff Assignments and Responsibilities

### Expectations of Staff:

#### Understanding your role in a crisis

The detailed role each staff member is responsible for should be understood. Please take the time to review this plan in its entirety and ask any questions that you have before a crisis occurs. As updates are made to this plan and/or staff roles change, the updated plan will be disseminated to staff. It is stored in the **Bureau Drive/Bureau Information/Crisis Plan folder**

### Disaster Preparation & Recovery

#### *Pre-Disaster Activities*

##### *Continual*

- 1) Ensure all staff are familiar with the ICC Emergency Plan and know what to do in an emergency situation.
- 2) Prepare and maintain teams for the Relocation Plan.

##### *When there is an Alert (to the extent that time permits and as instructed by the ERT)*

- 1) Everyone secures their work area during a warning.
- 2) Be prepared to execute the Relocation Plan.
- 3) Implement appropriate evacuation, shelter-in-place and safety plans.

#### *Disaster Impact*

- 1) Discontinue all normal business activities.
- 2) Implement appropriate evacuation, shelter-in-place and safety plans.

#### *Post-Disaster Activities (depending upon the level of damage and as instructed by the ERT)*

##### **Response**

- 1) Assess department workforce capabilities; send assessment to the ERT & HR.
- 2) Assess work-area damages and send assessment to the ERT. (See Appendix B).
- 3) Be prepared to execute the Relocation Plan.

##### **Recovery**

- 1) Be prepared to execute the Relocation Plan.
- 2) Assist with cleanup, reconstruction and/or relocation efforts.

##### **Long Term**

- 1) Review the Department Plan.

### Emergency Procedures

#### *Bomb Threats*

A form to record information in the event a bomb threat is received is included as an attachment to this plan. Please familiarize yourself with the form and the steps to take to report the threat.

#### *Building Evacuation*

Staff with assigned duties should check-in with the VP, Finance & Administration when they have completed their assigned duties and then exit the facility.

## Carrying Out Your Duties

Be aware of who you are responsible for backing up should they be unable to fulfill their responsibilities as noted and who you are responsible for cross-training to be a competent back up for you to ensure your duties are able to be completed if you are unable to perform them yourself.

**Each position is noted with the functions that role is to perform directly in the event of a disaster and during the recovery process. Additionally, the contacts list that you are responsible for communicating emergency directives to are noted and it is your responsibility to maintain the list of contacts, and submit updated lists to the VP, Finance & Administration for addition to the master file of this plan.**

Critical functions	Disaster Roles	Recovery Responsibilities
<ul style="list-style-type: none"><li>• Your daily/other critical roles</li><li>• Back up personnel that can complete critical functions on your behalf</li><li>• The roles you serve as a primary back up for</li></ul>	<ul style="list-style-type: none"><li>• Primary function during disaster/recovery</li><li>• Detailed processes you are responsible for</li><li>• How to continue critical business functions through disaster recovery</li></ul>	<ul style="list-style-type: none"><li>• The documents and files needed to complete each role/responsibility during the recovery process</li></ul>

## Executive Director

### Disaster Role: Crisis Coordinator

<i>Daily Critical Functions</i>	<i>Crisis/Disaster Functions</i>
<ul style="list-style-type: none"> <li>✓ <i>Organizational Management</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Implements phone contact protocol to Executive Staff re: assessment of specific situation</i></li> <li>✓ <i>Implement plan</i></li> <li>✓ <i>Triage with Crisis Team</i></li> <li>✓ <i>Maintain base command and direct all activities regarding the management of the crisis, and keep all members of the Crisis Management Team aware of ongoing activities during the situation.</i></li> </ul>
<ul style="list-style-type: none"> <li>✓ <i>Public Relations</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Relationship building with Regional Crisis Management Task Force members</i></li> </ul>
<ul style="list-style-type: none"> <li>✓ <i>Board Engagement</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Primary communicator with Executive Committee of Board</i></li> </ul>
<b>Back up provided by:</b>	<b>Back up for:</b>
⇒ <i>ICC General Manager</i>	⇒ <i>VP, Marketing Communications</i>

### *Responsibilities and documents/files needed to fulfill them*

#### ❖ *Communicates to -*

- ⇒ **Executive Staff - requires: ICVB Staff contact list**
- ⇒ **Current Board Chair and Executive Committee of the Board of Directors - requires: Current Board of Directors Roster**
- ⇒ **Regional Crisis Management Task Force members - requires: Community Emergency contacts list**

#### ❖ *Functions to perform directly -*

- 1. Assess crisis magnitude and work with the VP, Marketing Communications on steps for dissemination of information**
- 2. Activate Plan**
- 3. Triage with Executive Staff for any unplanned contingencies**



- 4. Communicate plans to Board Chair, Executive Staff and Executive Committee of the Board**
  - a. Implement phone tree to inform staff of updates on situation**
- 5. Update staff to review concerns, perceptions and media coverage and control internal message**
- 6. Coordinate with Regional Crisis Management Task Force members**
- 7. Monitor the progress of all Business Continuity and Disaster Recovery teams daily.**
- 8. Be the City of Irving liaison**
- 9. Present Business Continuity Plan recovery status reports to Senior Management on a daily basis.**
- 10. Interface with appropriate work management personnel throughout the recovery process.**
- 11. Provide on-going support and guidance to the Business Continuity teams and personnel.**
- 12. Review staff availability and recommend alternate assignments, if necessary.**
- 13. Review and report critical processing schedules and backlog work progress, daily.**

**Current Board Chair**

**Disaster Role: Board Liaison**

<i>Daily Critical Functions</i>	<i>Crisis/Disaster Functions</i>
✓ <i>Board Engagement</i>	✓ <i>Primary communicator with Executive Committee of Board</i>
✓ <i>Public Relations</i>	
✓ <i>Policy</i>	
<b>Back up provided by:</b>	<b>Back up for:</b>
⇒ <i>Board Vice Chair</i>	⇒ <i>N/A</i>

*Responsibilities and documents/files needed to fulfill them*

❖ *Communicates to -*

⇒ **ICVB Executive Director and Executive Committee of the Board of Directors/Full Board as necessary – requires: Current Board of Directors Roster**

❖ *Functions to perform directly -*

- 1. Communicate emergency directives to Board of Directors**

## Vice President, Marketing Communications

### Disaster Role: Communications Coordinator

<i>Daily Critical Functions</i>	<i>Crisis/Disaster Functions</i>
<ul style="list-style-type: none"> <li>✓ <i>Media Relations</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Implement Crisis Communication plan – as directed by Executive Director</i></li> <li>✓ <i>Update and maintain list of community emergency contacts</i></li> </ul>
<ul style="list-style-type: none"> <li>✓ <i>Marketing Communications Department Supervisor</i></li> </ul>	
<b>Back up provided by:</b>	<b>Back up for:</b>
<ul style="list-style-type: none"> <li>⇒ <i>Marketing Director</i></li> <li>⇒ <i>Executive Director</i></li> </ul>	<ul style="list-style-type: none"> <li>⇒ <i>N/A</i></li> </ul>

#### *Responsibilities and documents/files needed to fulfill them*

##### ❖ *Communicates to -*

- ⇒ **Executive Director and ICVB Executive Staff – requires: ICVB Staff contact list**
- ⇒ **Director of Marketing - Website notifications and social media updates to public during crisis – requires: ICVB Staff contact list**
- ⇒ **Media Contacts – requires login access to online media tracking system**
- ⇒ **Community Emergency Contacts – requires: Community Emergency Contacts list**

##### ❖ *Functions to perform directly*

- 1. Develop official statement for use in all communication efforts. Determine official spokesperson for the situation.**
- 2. Work with City of Irving Corporate Communications Department**
- 3. Determine involvement of PR Firm.**
- 4. Media inquiries directed to this individual. Keep log of media calls and return calls promptly, even if just to acknowledge the call and let them know you will get back to them as soon as you know more. Return calls first to television and radio stations, then to print.**
- 5. Update information throughout the day to provide all parties with accurate and current information. Utilize website for updates.**
- 6. Monitor media reporting to track market concerns.**

❖ *Post-Crisis Actions*

- **Revise messages as necessary**
- **Develop positive angle news coverage of recovery and developments with the affected area and other stories, which reflect the overall health and vitality of the tourism industry. Distribute photographs to show the entire region isn't out of commission.**
- **Arrange press conference with tourism industry and state tourism officials, if necessary.**

# Marketing Director

## Disaster Role: Online Coordinator

<i>Daily Critical Functions</i>	<i>Crisis/Disaster Functions</i>
✓ <i>Maintains websites</i>	✓ <i>Activate Crisis home page notifications as needed on ICVB/ICC websites</i>
	✓ <i>Implement social media crisis communications plan as directed by VP, Marketing Communications</i>
<b>Back up provided by:</b>	<b>Back up for:</b>
⇒ <i>Marketing Manager</i>	⇒ <i>VP, Marketing Communications</i>

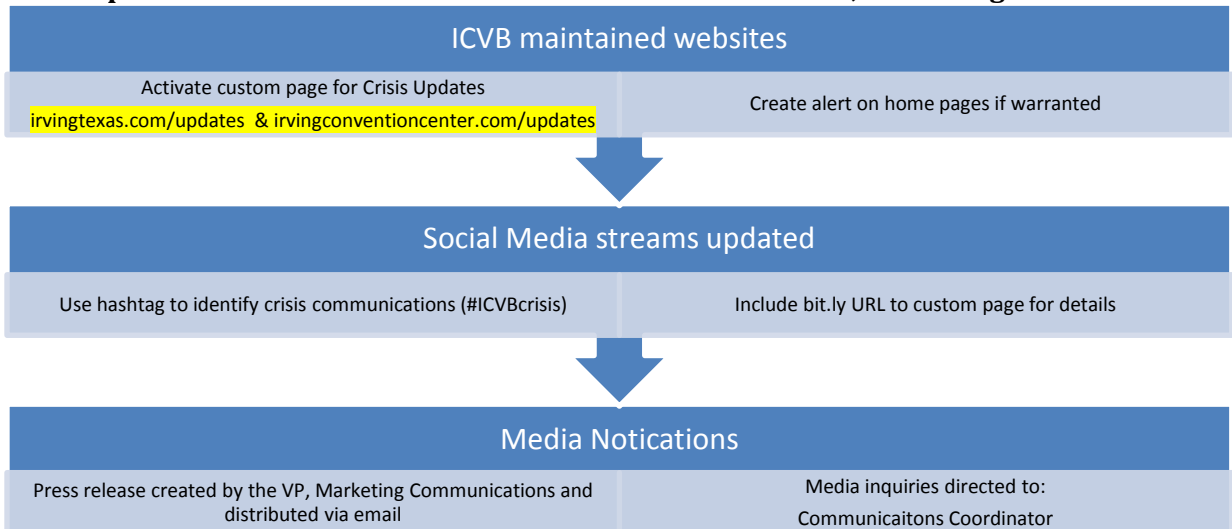
### *Responsibilities and documents/files needed to fulfill them*

❖ *Communicates to -*

- ⇒ **VP, Marketing Communications, ICVB Executive Staff - requires: ICVB Staff contact list**
- ⇒ **Social media streams – requires: Login access to social media sites (not included in this plan for security purposes)**

❖ *Functions to perform directly*

⇒ **Implements Crisis Communications Plan at directive of VP, Marketing Communications**



## Vice President, Finance & Administration

### Disaster Role: Human Resources Coordinator

<i>Daily Functions</i>	<i>Crisis/Disaster Functions</i>
✓ <i>Office operational functions</i>	✓ <i>Implement facility relocation, as directed by Executive Director</i>
✓ <i>Human Resources</i> ✓ <i>Administration/IT Department Supervisor</i>	
<b>Back up provided by:</b>	<b>Back up for:</b>
⇒ <i>Executive Director</i>	⇒ <i>Senior Accountant</i> ⇒ <i>Technology Director</i>

#### *Responsibilities and documents/files needed to fulfill them*

##### ❖ *Communicates to -*

- ⇒ **Executive Director, all ICVB Staff – requires: ICVB Staff contact list**
- ⇒ **Director of Information Technology – IT related items**
- ⇒ **Senior Accountant – financial items**

##### ❖ *Functions to perform directly*

- 1. Work with Executive Director to determine whether facility evacuation is necessary.**
  - a. Direct safe and orderly evacuation of all visitors and staff.**
- 2. Staff with assigned duties should check-in with the VP, Finance & Administration when they have completed their assigned duties and then exit the facility.**
- 3. Assess technology affected with Technology Director and communicate updates regarding state of recovery for communication to staff/affected users.**
- 4. Coordinate set-up of temporary office location along with appropriate supplies if returning to the main ICVB office is not feasible. Irving Arts Center is first option for temporary office relocation.**
  - a. Inform Technology Director that redirection of phone lines to temp location is needed**
- 5. Provide information regarding the disaster and recovery efforts to employees and families.**
- 6. Notify employee's emergency contact of employee injury or fatality.**

- 7. Take appropriate actions to safeguard equipment from further damage or deterioration.**
- 8. Coordinate the removal, shipment, and safe storage of all furniture, documentation, supplies, and other materials as necessary.**
- 9. Supervise all salvage and cleanup activities.**
- 10. With the assistance of the ICVB Office Manager:**
  - a. Ensure the recovery/restoration personnel have assistance with clerical tasks, errands, and other administrative activities.**
  - b. Coordinate return to the permanent site after repairs are made**
  - c. Arrange for the availability of necessary office support services and equipment.**
  - d. Determine where forms and supplies should be delivered, based on damage to the normal storage areas for the materials.**
  - e. Assure that arrangements are made for meals and temporary housing facilities, when required, for all recovery personnel.**
  - f. Assure order placement for consumable materials (forms, supplies, etc.) for processing, based upon input from the other teams.**
  - g. Notify the United States Postal Service of delivery disruption.**
  - h. Establish internal mail delivery procedures and process.**
  - i. Assure that mail, and reports are redirected to the proper location as required.**
- 11. Facilitate update of this plan annually.**

## Senior Accountant

### Disaster Role: Financial Coordinator

<i>Critical Functions</i>	<i>Crisis/Disaster Functions</i>
✓ <i>Financial Activity</i>	✓ <i>Financial Transactions</i>
	✓ <i>Insurance</i>
	✓ <i>Payroll</i>
<b>Back up provided by:</b>	<b>Back up for:</b>
⇒ <i>VP, Finance &amp; Administration</i> ⇒ <i>Accounting/Purchasing Clerk</i>	⇒ <i>N/A</i>

#### *Responsibilities and documents/files needed to fulfill them*

##### ❖ *Communicates to -*

- ⇒ **Executive Director, VP, Finance & Administration, ICVB Executive Staff - requires: ICVB Staff contact list**
- ⇒ **Critical Vendors - requires: Service/Support Providers of critical services**

##### ❖ *Functions to perform directly*

- 1. Financial transactions, Payroll, Property and other Insurance coordination, payment of emergency expenses.**
- 2. Assist with implementing coordination of events requiring relocation, as directed by the VP, Finance & Administration**
- 3. Ensure that a record of all Business Continuity and Disaster Recovery activity and expenses incurred by the ICVB is being maintained.**
- 4. Coordinate, submit, and track all claims for insurance.**
- 5. Provide a channel for authorization of expenditures for all recovery personnel.**



## Technology Director

### Disaster Role: Technology Coordinator

<i>Critical Functions</i>	<i>Crisis/Disaster Functions</i>
✓ <i>Hardware Technology functions</i>	✓ <i>Establish reconnection of disabled technology</i>
✓ <i>Software Technology functions</i>	✓ <i>Contact critical vendors and initiate technology recovery plan</i>
<b>Back up provided by:</b>	<b>Back up for:</b>
⇒ <i>Fulcrum Group (IT functions)</i> ⇒ <i>VP, Finance &amp; Administration</i>	⇒ <i>N/A</i>

#### *Responsibilities and documents/files needed to fulfill them*

##### ❖ *Communicates to -*

- ⇒ **Fulcrum Group - requires: Service/Support Providers of critical services list and Technology Recovery Plan (located in Section 1 - Emergency Contacts)**
- ⇒ **Executive Director, VP, Finance & Administration, ICVB Executive Staff - requires: ICVB Staff contact list**
- ⇒ **Affected Service/Support Providers of critical services - requires: list noted above**

##### ❖ *Functions to perform directly*

- 1. Assess technology and communicate updates regarding systems restoration to staff/affected users.**
- 2. Contact critical service providers and implement Information Technology Disaster Recovery Plan, managing the IT disaster response and recovery procedures**
  - a. Coordinate and perform Server/Internet/Phone/Email restoration**
  - b. Contact phone service provider to initiate redirection of phone lines to alternate numbers and temporary location.**
  - c. If phone system is accessible, re-record main line message with informational update/office open or closed status.**

## Vice President, Sales & Services

### Disaster Role: Sales Department Coordinator

<i>Critical Functions</i>	<i>Crisis/Disaster Functions</i>
✓ <i>Sales department functions</i>	✓ <i>Assess effected groups</i>
✓ <i>Business development</i>	✓ <i>Provide directives to Sales staff</i>
<b>Back up provided by:</b>	<b>Back up for:</b>
⇒ <i>Executive Director (sales items)</i> ⇒ <i>Customer Services Manager (in-town client issues)</i>	⇒ <i>N/A</i>

#### *Responsibilities and documents/files needed to fulfill them*

##### ❖ *Communicates to -*

- ⇒ **Executive Director, ICVB Executive Staff and Sales Department staff - requires: ICVB Staff contact list**
- ⇒ **Client in-town (known meetings & events) - requires: CRM online access**
- ⇒ **Primary industry partners - requires: CRM online access**

##### ❖ *Functions to perform directly*

- 1. External communications to effected clients in coordination with Executive Director**
- 2. Coordinate communications with department staff; triage critical situations with Executive Director**
- 3. Implement coordination of events requiring relocation**
- 4. Contact and activate temporary staff (CS Clerks) to assist as necessary**
- 5. Contact all hotels for inventory update - relocate convention delegates and visitors as necessary**
- 6. Contact all events scheduled to occur within 90 days. Relocate if necessary. Schedule personal meetings with planners if necessary. Coordinate with the VP, Marketing Communications to send applicable news releases to keep planners informed. Send detailed email message or other form of communication from CVB Executive Director that can be distributed to individual attendees or posted on the organization's website**

## Recovery Strategies

### Plan Execution

Disaster – Business Disabled - Less Than One Day

- Operations are suspended for one day
- Alternate Site & Relocation Plans are not to be activated

Disaster – Business Disabled - Two to Four Days

- Attempt to restore business operations via remote working (depending on network/email access availability)
- Consider relocation to Temporary Facility Location

Disaster – Business Disabled - Over Four Days

- Relocate to Temporary Facility Location - attempt to restore business operations at The Irving Arts Center

### Emergency Response Team – Recovery Priorities

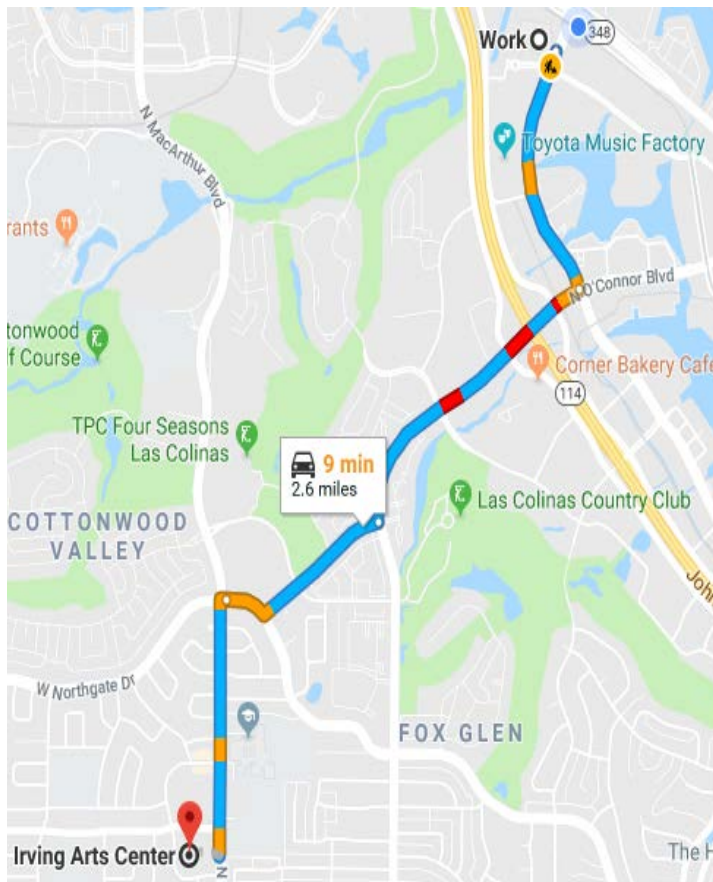
- 1) Contact all team members and meet at a designated location.
- 2) Assess the status of team members and reassign as necessary, **place one person in charge.**
- 3) Address all life threatening and dangerous situations.
- 4) Establish lines of communication.
- 5) Assess the status of the following:
  - Basic services & backup alternatives
  - Critical equipment
  - Physical facility
  - Workforce
- 6) Develop a recovery strategy, consider the following:
  - Basic services & backup alternatives
  - Available resources
  - Timing/current business demands
- 7) Establish and/or maintain the operation of the Business Continuity Plan.
- 8) Reconstruct or relocate business operations.

## Temporary facility location options

### Location

Following a disaster, if the ICC offices are inaccessible, the designated backup location is:

Irving Arts Center  
3333 N. MacArthur Blvd.  
Irving, TX 75062  
972.252.7558



### Irving Convention Center at Las Colinas

500 West Las Colinas Boulevard, Irving, TX 75039

↑ Head southwest on West Las Colinas Boulevard toward Lake Carolyn Pkwy/Promenade Pkwy

0.6 mi

↘ Turn right onto N O'Connor Blvd

0.8 mi

↘ Turn right onto Leland Blvd

0.4 mi

↘ Turn right onto W Northgate Dr

0.1 mi

↙ Turn left at the 1st cross street onto N MacArthur Blvd

0.6 mi

### Irving Arts Center

3333 N MacArthur Blvd, Irving, TX 75062

If the primary temporary location is unavailable, the secondary backup location is:

Irving City Hall  
825 W. Irving Blvd  
Irving, TX 75060  
972.721.2600

## Recommended Supplies

If relocation to the Irving Arts Center was required, staff should be able to function on borrowed office supplies. If a supply of blank check stock could be taken, that would be helpful to maintain our separate colors of check stock among the ICVB, IAC and COI check runs. However, since this stock is completely blank and all pertinent information is printed on the stock during the check run process, a supply of ICVB check stock is not mandatory.

## Functions to be Performed

Actual temporary space and the number of staff that could be relocated within the Irving Arts Center would depend upon current building events. Approximately four on-site computers would be available for staff to use who couldn't bring their own laptop.

Most sales and marketing staff would be able to work remotely from home, as they have laptop computers and VPN access to both the City servers as well as ICVB servers (provided that the servers are still operational). Additionally, many programs used are cloud-based such as Simpleview, Nexonia, and Meltwater, as well as the online forms for purchase and leave requests. Various accounting functions, such as the entry of DDRs and processing of check payments however, would need to be performed at the temporary location due to the current paper-intensive processes.

## Plan Maintenance

- 1) Maintain an inventory of all mission critical electrical & mechanical equipment.
- 2) Maintain the Emergency Response Plan for Staff and review the plan with all new hires; be certain that all new hires know what to do in an emergency situation.
- 3) Maintain accurate inventory of office equipment.
- 4) Maintain adequately stocked First Aid Kits.
- 5) Develop and maintain disaster related payroll policies and processing procedures.
- 6) Develop procedures to forward mail to a remote location during an emergency situation.
- 7) Secure sufficient cash and credit cards for business operations in an emergency situation.
- 8) Secure and maintain proper levels of insurance
- 9) Maintain the Communications Plan (see [Section VIII](#)).
- 10) Maintain current list of all Bureau staff with emergency contact information (home address, cell phone and personal email) **Update every 3 months.**
- 11) Identify disaster contractors (cleaning services, construction services, etc.) that may be needed in a post disaster environment. For critical subcontractors and suppliers, specify at least one of the following:
  - Insist that contractors and suppliers have an effective emergency plan that will enable them to provide services/supplies in the event of a disaster at their business.
  - Identify backup subcontractors and suppliers. This is especially important for local providers that are also vulnerable to the same local community-wide disasters.
  - Do business with multiple subcontractors and suppliers.

# Important Terminology

## National Weather Service Terms

### Tornados and Thunderstorms:

**Tornado Watch** - tornados are possible.

**Tornado Warning** - tornados are occurring.

**Severe Thunderstorm Watch** - severe thunderstorms are possible.

**Severe Thunderstorm Warning** - severe thunderstorms are occurring.

### **Fujita Scale (of tornado force)**

Force 0 – wind speed 39 to 72 mph, weak

Force 1 - wind speed 73 to 112 mph, moderate

Force 2 - wind speed 113 to 157 mph, strong

Force 3 - wind speed 158 to 206 mph, devastating

Force 4 - wind speed 207 to 260 mph, annihilating

Force 5 - wind speed over 260 mph, disaster

### Floods:

**Flood Watch** - flooding is possible.

**Flash Flood Watch** - flash flooding is possible.

**Flood Warning** - flooding is occurring or will occur soon.

**Flash Flood Warning** - flash flooding is occurring.

**Urban & Small Stream Advisory** - flooding of small streams, streets, and low areas is occurring.

### Cold Weather:

**Blizzard Warning** – heavy snow, strong winds, extreme wind chill, etc. are expected.

**Frost/Freeze Warnings** – below freezing temperatures are expected.

**Travelers Advisory** – severe weather may make driving conditions difficult or dangerous.

**Winter Storm Advisory** – cold temperatures, ice, and/or snow is expected.

**Winter Storm Watch** – severe winter weather is possible with the next 24 to 48 hours.

**Winter Storm Warning** – severe winter weather is about to begin.

### Hurricanes:

**Hurricane Watch** - a hurricane threat exists for the next 24 to 36 hours. There is a 1 in 3 chance of a strike at the center of the area with decreasing chances spreading to the edges.

**Hurricane Warning** - a hurricane strike is expected within the next 24 hours. There is a 1 in 2 chance of a strike at the center of the area with decreasing chances spreading to the edges.

### **Hurricane Categories (Saffir-Simpson Scale)**

Tropical Storm - wind speed 39 to 73mph, isolated damage

Category 1 - wind speed 74 to 95 mph, minor damage

Category 2 - wind speed 96 to 110 mph, moderate damage

Category 3 - wind speed 111 to 130 mph, extensive damage

Category 4 - wind speed 131 to 155 mph, extreme damage

Category 5 - wind speed over 155 mph, catastrophic damage

**Wind Speed** - measures sustained wind speed; higher gusts may be present.

**Major Hurricanes** - category 3, 4, and 5 hurricanes.

## Important Seismic Terms

**Epicenter** - The point of origin of an earthquake is known as the focus. Shock waves spread out from the focus and the first point where they reach the surface is known as the epicenter.

**Fault Rupture** - An opening in the surface of the earth along a fault line resulting from a break in the underlining continuity of rock formation.

**Ground Shaking** - The ground vibration during an earthquake.

**Uplift and Subsidence** - The uplifting or sinking of land during an earthquake.

**Liquefaction** - The process by which certain soils behave as a liquid during an earthquake. Water saturated sands and compact soils (landfills) lose their load-bearing capacity.

**Modified Mercalli Scale** - The intensity of an earthquake indicates the effects on people and structures. Intensity is determined by reports of observers and not by instruments. The Modified Mercalli Scale measures intensity on a scale of I (least intense) to XII (most intense).

**Richter Scale** - The size of an earthquake is a measure of the total energy released and is referred to as its magnitude. The Richter Scale is a logarithmic scale used to measure earthquake magnitude. Each increase of one number corresponds to a ten-fold increase in ground motion.

Expected annual frequency and damage is as follows:

<i>Richter Magnitude</i>	<i>World Wide Frequency</i>	<i>Damage</i>	<i>Comments</i>
2	-	None	Lowest level normally felt by humans
4	10,000	Moderate	
5	1,000	Considerable	
6	100	Severe	
7	10	Extreme	A "major" earthquake
8	1	Catastrophic	A "great" earthquake

There is no upper limit; however, the highest known earthquakes had magnitudes of 8.9.

**Tsunami** - A large ocean wave (or series of waves) created by the sudden dislocation of the sea bottom.

## REFERENCE SECTION ATTACHMENTS

### SECTION 1: Emergency Contacts

- **ICVB Staff Contact List**  
*Home phone, cell phone, personal email address and home address, plus emergency contacts for each staff of the ICVB, including CS Clerks*
- **ICVB Board of Directors Roster**
- **Service/Support Providers of Critical Services**
  - A critical supplier or service provider is determined by meeting all of the following three criteria:
    - The product or service must be critical (more than just very important) to the business activity.
    - The business activity that is dependent upon this product or service must be critical (more than just very important) to the business.
    - The product or service is currently provided by a single source provider and an alternate provider of the product or service would be either difficult to find or would require an extended period of time to replicate.
- **Community Emergency Contacts List**
- **Urgent Care Facilities**
- **Clients, Partners & Current Events**  
*Current in-town meetings & events, and client & industry partner contact information can be found in Simpleview - <http://irving.simpleviewcrm.com>*
- **Media Contacts**  
*Available via Meltwater – <http://www.meltwater.com>*

### SECTION 2: Bomb Threat Checklist Form

### SECTION 3: Information Technology Disaster Recovery Plan

### SECTION 4: Accounting & Finance Operations Contingency Plan

### SECTION 5: ICVB Crisis Communications Plan

### SECTION 6: ICC Crisis Communications Plan

### SECTION 7: ICC Emergency Plan

### SECTION 8: Business Continuity Plan Update Checklist