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Crisis Management Plan

**Created on:** 11/17/2024

**Plan Owner:** Parithi E, Crisis Manager

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# Overview

## Mission

A world-class Crisis Management Program is essential to ensure uninterrupted access to **Foodex** delivery services during disasters or emergencies, with a focus on the following key essentials:

* Safeguarding human resources, including employees and drivers in conflict zones.
* Maintaining business continuity to provide partial services in unaffected areas.
* Protecting physical and technological resources, including infrastructure, logistics hubs, and IT systems.

## Purpose and Scope

The purpose of the **Crisis Management Plan** is to describe the doctrine, structure, processes, roles, and responsibilities that comprise the Foodex Crisis Management Program.

* **Purpose**: This plan outlines Foodex's strategies to respond effectively to the war scenario by activating response systems, ensuring employee safety, and sustaining critical operations.
* **Scope**: The Crisis Management Plan encompasses the entire **Foodex** enterprise, including all owned, leased, or operated facilities globally. It also applies to all employees, drivers, and operational systems, ensuring a cohesive response across all levels of the organization.

## Applicability

The Crisis Management Plan:

* Describes the structure, processes, and assets required to activate, respond to, and recover from emergencies such as the war scenario.
* Was developed based on facility- and community-based risk assessments to anticipate and address risks to employees, drivers, facilities, and business continuity.
* Is a "Hazard-Specific" plan that outlines Foodex's enterprise-wide response to the **War Scenario** incident.
* Complies with all applicable local, state, federal, and international laws and regulations governing safety, operations, and humanitarian response.

What is in the Crisis Management Plan?

The following sections contain the Business Continuity components that are the basis of enterprise-wide training and exercises, tailored to the war scenario:

* Identifying triggers: Includes clear criteria for activating the Crisis Management Plan, such as escalating military activity in key operational areas or direct threats to employees.
* Contingency plans: Ensures the availability of backup operational hubs, transportation for evacuation, and alternative logistics to sustain services.
* Rules of succession: Establishes a chain of command, ensuring continuity of leadership if primary decision-makers are unavailable during the crisis.
* Disaster recovery plans: Details IT system backups, remote working capabilities, and secure communication systems to maintain critical business functions.
* Communication plans: Provides mechanisms for emergency communication, including satellite phones, mass notification systems, and coordination with public agencies to ensure seamless updates.

## Where can I find the Crisis Management Plan?

The most recent version of the **Crisis Management Plan** can be found in the Foodex Policy Library and Management System, under the “[Plan, Protocol, and Policy Manual](https://nyumc.ellucid.com/manuals/binder/273),” and also on the [Crisis Management Department intranet site](https://central.nyumc.org/clin/admin/E-MGMT/SitePages/EM+ER.aspx).

# Crisis Planning

## Foodex Profile

## This section is an executive brief that lists the key characteristics of Foodex

* Figure below is a chart that depicts the key departments or mission areas and their relationship to each other A screenshot of a document

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## 

## Hazard Analysis

Foodex conducts its mission in a threat-rich environment alongside an array of manmade, natural, and technological hazards, such as war, terror attacks, and climate change.

The mission of the Crisis Management Program is to minimize any disruptions to that mission during disasters or emergencies.

The objective of our Threat and Hazard Identification and Risk Analysis process was to identify the key hazards that could disrupt Foodex's mission and determine how to mitigate them effectively.

## Current Update

On **November 17, 2024, at 10:00 AM**, Foodex headquarters in **San Francisco** became the center of a devastating attack amidst an escalating regional war. Insurgents launched a series of coordinated strikes on key commercial and governmental infrastructure in the area, using explosive devices, armed drones, and gunfire. The violence caused severe destruction around the headquarters, blocking key access routes and creating chaos. Nearby buildings were heavily damaged, leading to casualties and forcing Foodex employees to shelter in place. As the attack unfolded, Foodex operations came to a sudden halt, with supply chains disrupted and communication channels strained.

**Nature and Characteristics of the Event**

1. **Type of Attack**:
   * Coordinated insurgent assault involving explosives, armed drones, and automatic weapons.
   * Simultaneous targeting of infrastructure, transportation, and commercial facilities in and around San Francisco.
2. **Duration**:
   * Active conflict in the immediate area for several hours. Residual risks such as road damage, unexploded ordnance, and power outages expected to persist for days.
3. **Location**:
   * Epicenter of attacks concentrated within a 2-mile radius of Foodex headquarters, impacting access routes and nearby facilities.
4. **Environmental Conditions**:
   * High debris levels, collapsed structures, and compromised utilities, including electricity and communication lines.
   * Risk of continued skirmishes or secondary attacks in the following days.
5. **Human Factor**:
   * Heightened risk to employees' safety due to stray gunfire, flying debris, and structural instability in the area.
   * Increased psychological stress and trauma among employees and the community.

Below are the impacts the war has on Foodex and the actions we will take to address them:

**Major Impacts to Foodex**

1. **Employee Safety**:
   * Immediate risk of injury or loss of life for employees and visitors at headquarters.
   * Increased emotional and psychological toll due to the traumatic nature of the event.
2. **Operational Disruption**:
   * Suspension of logistics and delivery services due to blocked access routes and disrupted supply chains.
   * Temporary closure of the headquarters due to safety concerns and structural damage.
3. **Infrastructure Damage**:
   * Partial damage to Foodex headquarters building, including windows, walls, and communication systems.
   * Loss of power and communication lines, forcing reliance on backup systems.
4. **Supply Chain Interruptions**:
   * Delivery delays due to restricted movement in and around City X.
   * Difficulty in accessing warehouses and distribution hubs for essential food supplies.
5. **Reputation Risk**:
   * Potential loss of customer trust due to delays and inability to fulfill orders.
   * Public scrutiny regarding employee safety measures and preparedness during the attack.
6. **Financial Losses**:
   * Costs associated with repairing structural damage and relocating operations to alternate facilities.
   * Revenue loss from halted operations and reduced service capacity.
7. **Coordination with Authorities**:
   * Dependence on local law enforcement and military for securing the area and aiding evacuation efforts.
   * Collaborative efforts with emergency response teams to mitigate ongoing risks.

**RISK ASSESSMENT**

1. **Employee Safety**
   * **Likelihood**: High
   * **Impact**: Severe injury or loss of life due to stray gunfire, explosions, or structural damage.
2. **Operational Disruption**
   * **Likelihood**: High
   * **Impact**: Suspension of services in affected areas, delays in deliveries, and supply chain interruptions.
3. **Infrastructure Damage**
   * **Likelihood**: Moderate
   * **Impact**: Damage to HQ, distribution hubs, and critical systems.
4. **Reputation Risk**
   * **Likelihood**: Moderate
   * **Impact**: Customer dissatisfaction due to service delays, eroding trust in Foodex's reliability.
5. **Financial Loss**
   * **Likelihood**: High
   * **Impact**: Increased costs for repairs, alternate facilities, and emergency response efforts.

Refer Grey Sky Operations for Tasks, Owners and Deadlines.

|  |  |
| --- | --- |
| **Table War** *Analysis* | |
| **Impact** | **Course of Action** |
| **Employee Safety Threats** | *Evacuate employees and drivers from conflict zones, secure temporary housing, and provide trauma support.* |
| **Disruption of Services** | *Suspend operations in affected areas and reallocate resources to unaffected regions to sustain partial services.* |
| **Damage to Infrastructure** | *Relocate key operations to safer facilities and secure alternative logistics hubs.* |
| **Financial Losses** | *Implement cost-cutting measures, file insurance claims, and seek emergency funding to sustain operations.* |
| **Communication Breakdowns** | *Deploy satellite phones, mass notification systems, and redundant communication channels for real-time updates.* |
| **Supply Chain Disruptions** | *Reroute supplies through alternative regions and partner with third-party logistics providers to ensure continuity.* |
| **Customer Trust Decrease** | *Provide regular updates about disruptions, issue public statements, and offer compensatory measures for affected customers.* |
| **Legal Compliance Issues** | *Consult legal advisors to navigate international regulations and ensure compliance during evacuations and service suspensions.* |
| **Staffing Shortages** | *Recruit temporary staff in unaffected regions and cross-train existing employees for critical roles.* |
| **Mental Health Impact on Employees** | *Deploy counseling and psychological services for evacuated employees and their families to ensure well-being.* |
|  |  |

## The Foodex Response Team

## Table The War Response Team

|  |  |  |  |
| --- | --- | --- | --- |
| **Department** | **Representative** | **Phone Number** | **Email Address** |
| Crisis Management Lead | Parithi E | +1 (212) 555-1234 | crisisteam@foodex.org |
| Operations Lead | Taqui Ahmed | +1 (212) 555-5678 | ops@foodex.org |
| Security Lead | Xili Gong | +1 (212) 555-2345 | security@foodex.org |
| Communications Lead | Zhan Guo | +1 (212) 555-7890 | comms@foodex.org |
| Logistics Lead | Jianhong He | +1 (212) 555-3456 | logistics@foodex.org |

The organization chart for War Response Team is shown in Figure below:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | | | |  | |  | | --- | | **John Doe** | | | | |  | **Incident Commander** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | | | |  | |  | | --- | | **Parithi E** | | | | |  | **Planning Section Lead** |  |  |  |  |  |  |  |  |  |
| |  | | --- | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **Taqui Ahmed** |  | **Xili Gong** |  | **Zhan Guo** |  | **Jianhong He** |  | **Crisis Management** |  | **Operations** |  | **Comms** |  | **Security** |  | **Logistics** |  | **Finance** |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | ***Support Leads*** |  |  |  |  |  |  |  | ***Department Leads*** |  |  |  |  |  |  |  |  |  |  |  |

|  |
| --- |
| Figure The War Response Team |

# Blue Sky Operations (before the incident)

## Preparation for Crisis

## In anticipation of potential crises, including the possibility of armed conflict, Foodex implemented robust Blue Sky Operations to ensure readiness and resilience. This included conducting comprehensive risk assessments to identify vulnerabilities in operations, supply chains, and infrastructure. The Crisis Management Team established detailed emergency response plans, conducted regular tabletop exercises, and trained staff across all departments on evacuation protocols, safety measures, and continuity of operations. Alternate facilities and logistics hubs were identified and prepared, ensuring that essential services could continue even during disruptions. Additionally, Foodex invested in redundant communication systems such as satellite phones and emergency notification platforms to maintain real-time connectivity. By fostering partnerships with local law enforcement, emergency responders, and government agencies, Foodex established clear communication and coordination pathways for rapid response. These proactive measures laid the groundwork for effective decision-making, minimized operational disruption, and prioritized employee safety in the face of an unforeseen crisis.

## Basis

The most critical work to ensure business continuity is accomplished before there is a need for it.

The Crisis Management Department at **Foodex** works with all departments and across all regions to build enterprise resilience through a continual process of hazard identification, capacity-building, planning, exercising, and training.

## Planning (Crisis Management Program)

## The foundation of blue sky planning for business continuity is the Crisis Management Program. Its mission is to improve outcomes during crises and shorten timelines to restoration by:

* Empowering business unit owners to take action during the disruption of essential services.
* Equipping managers and staff with operational tools and skills to act effectively in a crisis.
* Enhancing organizational readiness to mitigate risks and manage business continuity proactively.

The specific objectives of the Crisis Management Program include the following:

* Train frontline workers, such as drivers and delivery staff, on crisis management workflows and evacuation protocols.
* Ensure accountability for critical services by assigning clear roles to department leads and managers.
* Provide tools, such as emergency communication apps and satellite phones, to enable quick and effective action in crises.
* Identify opportunities for resilience improvement through regular risk assessments at the department and regional levels.

Program components are designed to take a comprehensive approach by connecting to all levels of Foodex:

* **Policy Level (Leadership):** Senior leadership conducts executive tabletop exercises and integrates resilience into decision-making workflows.
* **Operations Level (Departments):** Department leaders use continuity dashboards and test action plans through drills and simulated disruptions.
* **Frontline Workers (Employees):** Frontline staff participate in periodic training and mock drills to prepare for immediate responses, such as safe evacuation and maintaining critical services.

## Readiness (5 Step Incident Management Process)

The Crisis Management Department applies the processes of the National Incident Management System, or NIMS, to maintain a proactive readiness posture that is the key to maintaining critical services.

|  |  |  |
| --- | --- | --- |
| **Table 1** *Crisis Management Department Watch Process* | | |
| ➊ | **Watch** | *Monitor emergency radios, alert systems and breaking news 24/7/365* |
| ➋ | **Size-Up** | *Investigate threat or hazard to understand potential impacts and timing****1*** |
| **1** With potential to disrupt human resources, business continuity or physical resources  **2** Depending on certainty, timing and severity of impacts | | |
|  | | |

The watch process includes two critical steps as shown in Table 1 above:

➊  **Watch** The Foodex Crisis Management team monitors global developments around the clock, actively scanning for emerging crises, including geopolitical events, escalating violence, or natural disasters.

➋ **Size-up** Each identified threat is assessed for its potential impact on Foodex employees, facilities, and operations. This includes evaluating the scope, timing, and severity of the threat, often consulting experts for analysis.

### Roles and Responsibilities

The Crisis Management Department works with all departments and across all businesses, to socialize assignments and responsibilities before the incident resilience through a continual process of hazard identification, capacity-building, planning, exercising and training. The roles critical to incident operations include the following:

**During War Crisis, Executive Leadership will…**

* Set strategic priorities for crisis response
* Resolve critical issues
* Approve budgets
* Manage external communications

#### Executive Leadership

Executive Leadership is the strategic decision making body of Foodex.

Executive Leadership engagement will vary depending on the demands of the incident. As shown in Table 2 below, a high intensity, fast-moving incident will trigger Executive Leadership activation at the Principal Level.

#### Incident Commander – Parithi E

|  |  |  |  |
| --- | --- | --- | --- |
| **Table 2** *Executive Leadership Activation* | | | |
| **Severity** | **Level** | **Composition** | **Convener** |
| **Major** | Principal | Executive Vice Presidents and above | Chief of Staff |

The Incident Commander is designated by the Chief of Staff. The Incident Commander convenes Executive Leadership and directs the Crisis Management Department Coordination Team to:

* Ensure enterprise-wide implementation of Executive Leadership incident priorities
* Coordinate Crisis Management Department activities
* Coordinate with key external stakeholders, including local, state, and federal officials

#### Safety Officer – Xili Gong

The Safety Officer monitors incident or event operations and advises the Incident Commander on all matters relating to incident health and safety of involved personnel.

* The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations

#### Crisis Management Department

The Crisis Management Department is comprised of Crisis Management Department staff and support personnel and supports the Incident Commander by:

* Supporting enterprise-wide implementation of Executive Leadership incident priorities
* Supporting enterprise-wide coordination and communication
* Supporting Crisis Management Department activities
* Liaising with key external stakeholders, including local, state, and federal officials

The roles and responsibilities of the Crisis Management Department are listed in Table 3 below:

|  |  |
| --- | --- |
|  | |
| **Table 3** *Composition of the Crisis Management Department* | |
| **Role** | **Responsibility** |
| **Business Continuity Lead** | Supports recovery operations and implements the Recovery/ Business Continuity framework |
| **Planning Section Lead** | Conducts action planning, produce Situation Reports, document operational activities and evaluate progress towards achieving operational objectives |
| **Department Leads** | The core of the Crisis Management Department, Department Leads “own the incident” and provide any and all critical support required to achieve incident objectives |
| **Liaison** | Support Operations Center to develop action plans that accomplish incident-specific objectives |
| **Subject Matter Experts** | Provide specialized information and support as requested by Executive Leadership, Incident Commander, Operations Section Chief or Support Services Group Lead |

### Incident Command System

The Crisis Management Department utilizes the Foodex Incident Command System (ICS) structure and process to respond to, and recover from, emergencies and disasters of every kind, such as the ongoing War Scenario.

ICS provides the command, control, and coordination that brings together all businesses and departments into a common hierarchy within which the enterprise can be decisive and act in the moment to maximize effectiveness

*ICS Mission*

The mission of the ICS structure and process is to ensure uninterrupted access to Foodex services and operations by:

* Safeguarding human resources, including employees, drivers, and staff in conflict zones.
* Maintaining business continuity across unaffected regions.
* Protecting critical infrastructure and logistical assets.

ICS Conference

Dial in number: 877-555-5555

Access code: 33 333 33

To achieve the mission, the ICS organization connects to, and to supports, all stakeholders – including staff, patients, families, visitors and the public, including:

* **Employees and Drivers**: Ensuring their safety through evacuation plans and temporary housing.
* **Customers and Partners**: Providing updates on service disruptions and expected restoration timelines.
* **Local Authorities and Agencies**: Collaborating with governments, NGOs, and external stakeholders for logistics and evacuation support.

# Gray Sky Operations (during the incident)

## Responding to the crisis

## As the attack unfolded on November 17, 2024, Foodex’s Grey Sky Operations were immediately activated to mitigate the impacts of the crisis and ensure the safety of employees, continuity of critical operations, and transparent communication with stakeholders. The Crisis Management Team swiftly implemented emergency protocols, including activating the Foodex Alert System, securing the headquarters, and coordinating with local law enforcement and emergency responders. Simultaneously, logistics were redirected to alternate hubs, and real-time updates were shared with employees and customers. These actions, guided by pre-established contingency plans, allowed Foodex to navigate the immediate chaos effectively and prioritize safety while maintaining operational integrity wherever possible.

## Tasks, Owner and Deadline

|  |  |  |  |
| --- | --- | --- | --- |
| Task # | Task | Owner | Deadline |
| 1 | Activate the Foodex Alert System to notify all staff. | Taqui Ahmed, Operations Lead | Within 10 minutes |
| 2 | Secure the headquarters and shelter employees in place. | Xili Gong, Security Lead | Within 15 minutes |
| 3 | Initiate communication with local law enforcement. | Parithi E, Crisis Manager | Within 20 minutes |
| 4 | Assess structural damage and safety of the building. | Edward S, Facilities Manager | Within 30 minutes |
| 5 | Establish an incident command center remotely. | Kaitlyn X, Incident Commander | Within 1 hour |
| 6 | Relocate logistics and deliveries to alternate hubs. | Jianhong he, Logistics Lead | Within 2 hours |
| 7 | Provide medical assistance to any injured staff. | Vikram Shah, Medical Liaison | Within 1 hour |
| 8 | Update employees on the situation and safety measures. | Zhan Guo, Communications Lead | Every 30 minutes |
| 9 | Notify customers of delays and disruptions. | Mikic S, Customer Relations Manager | Within 2 hours |
| 10 | Begin documentation of the incident for review. | James L, Compliance Lead | Ongoing during event |

## Refer Incident Action Plan for task breakdowns and assignments.

## Basis

During the war scenario, the Crisis Management Department will work across all departments and businesses to ensure continuity and safety by:

* Utilizing the **Foodex Incident Command System (ICS)** as outlined in the Crisis Management Plan.
* Maintaining real-time coordination with local, state, and international authorities for accurate updates and necessary support.
* Positioning **Foodex** for effective recovery of critical services and operational continuity.

## Emergency Operations (Foodex Incident Command System)

The Crisis Management Department applies the processes of the National Incident Management System, or NIMS, to emergency (incident) operations.

* ICS provides the command, control, and coordination that brings together all businesses and departments into a common hierarchy within which the enterprise can be decisive and act in the moment to maximize effectiveness

|  |  |  |
| --- | --- | --- |
| **Table 2** *Crisis Management Department Incident Management Process* | | |
| ➌ | **Notify** | *Transmit initial Incident Notifications to Managers or All Staff****2*** |
| ➍ | **Activate** | *Convene Remote Ops Brief via ICS Conference Bridge (i.e., ICS Briefing)* |
| ➎ | **Operate** | *Open Crisis Management Center, convene ICS Briefing* |
| **1** With potential to disrupt critical service or threaten human resources, business continuity or physical resources  **2** Depending on certainty, timing and severity of impacts | | |

The incident management process includes the three critical steps as shown in Table 2 above:

➌ **Notify** key stakeholders with a description of the War threat, what it means, what staff should be doing now and when they should expect more information.

* **Personnel notified** include on-site personnel (via public address announcement), Administration, Security and Facilities Management.
* **Notification methods** include overhead public address system, phone, mass notification (*Foodex Alert!*), hotline and UHF radio

➍ **Activate** Escalate emergency operations through a series of transitions, from meetings to a situation room to an CMOC to multiple CMOCs

➎ **Operate** Begin response operations, providing situational awareness, surfacing obstacles and unmet needs

### Objectives

Emergency operations has three objectives in the initial minutes and hours of the response:

* **Manage consequences**– identify and solve issues and problems arising from the war threat
* **Manage information** – Ensure the right information in the right form to the right stakeholders
* **Manage resources** – Deploy the right resources - transportation, shelter supplies, IT systems, and personnel—where they are most needed, prioritizing critical operations.

### Process

The ICS Process at Foodex consists of the following steps:

## ➊ Executive Leadership Sets Strategic Objectives

Executive Leadership identifies and prioritizes the enterprise-level, or strategic, objectives for the initial phase of the War incident

## ➋ Foodex War Response Team Will Execute Response Operations

The Foodex Response Team executes incident-related tasks based on the Executive Leadership’s strategic priorities. For each task, a **Project Canvas** will be completed and updated to include:

* Measurable objectives to track progress, such as the percentage of employees evacuated or operational hubs relocated.
* Resource and support requirements, including transportation, shelter facilities, and communication tools.
* Timetables for completion, such as a 3-day timeline for evacuation and 1-week target for temporary shelters.
* Anticipated unmet needs, such as resource shortages or delays due to conflict-related obstacles.

## ➌ Foodex War Response Team Coordinates Across Foodex

The Crisis Management Department ensures coordination by:

* Facilitating internal and external communications to align all departments and stakeholders with the Action Plan objectives.
* Tracking and reporting progress of evacuation, relocation, and operational continuity efforts.
* Identifying and resolving unmet needs or obstacles, such as delays in supply chain logistics or insufficient shelter space.

## ➍ Business Units and Task Forces Implement Action Plans

Business Units and cross-functional task forces will mobilize the personnel, materials, supplies and expertise required to fulfill Incident Objectives and continue to:

* Report progress metrics
* Determine resource and support requirements
* Update timetables for completion
* Anticipate unmet needs and obstacles
* Manage space and transfer employee functions as needed
* Restoration and transition back to normal operations

## ➎ Foodex War Response Team Provides Situational Awareness

The War Response Team provides situational awareness through ICS Briefings and Situation Reports including detailed description of incident, timing, severity and anticipated impacts, Current progress on evacuation, service continuity, and communication with stakeholders.

## ➏ ICS Process Continues

ICS process continues on an ongoing basis through conclusion of incident and completion of incident objectives.

### Catastrophic Incident Procedure

The following procedure would be activated in the event of a large-scale and severe incident (the ongoing war scenario) with widespread and prolonged impacts to our human resources, critical services and physical resources

## ➊ Determine who is in charge (Succession)

In the event of a loss or unavailability of key leadership staff would be directed to assume specific roles in another’s absence through succession planning and delegations of authority.

* Executive leadership and clinical leadership will be elevated to assume additional roles and responsibilities as dictated by the needs of the emergency or disaster.
* The Board of Trustees has authority to appoint replacements for any position, as outlined in the by-laws, if they become incapacitated or otherwise incapable of fulfilling the duties of their position.
* Key leadership are listed in priority order immediately below with the understanding that the highest level available individual will be the lead for each Section until and if a higher level individual becomes available from the same Section.

|  |
| --- |
| * 1. **Crisis Manager: Parithi E**   2. **Operations Lead: Taqui Ahmed**   3. **Security Lead: Xili Gong** |

(See **Appendix 1 and 1a**: *Contact Information for Leadership and Executive Leadership Ops* for specific contact information)

## 

## Delegation of Authority

During an emergency, authority will be delegated in accordance with the existing departmental hierarchy and table of organization as maintained by Human Resources.

* Temporary reassignments of staff may be authorized by Executive Leadership as required by the demands of the emergency or disaster.
* Under these circumstances, any staff temporarily reassigned to support response activities may be delegated authority beyond their official duties

This process would be replicated across Foodex to:

* Identify and develop internal staff with the potential to fill key business leadership positions in the company.
* Increase the availability of experienced and capable employees that are prepared to assume these roles as they become available.
* Ensure facilities have employees who are capable of assuming various critical roles in the event that current staff and leadership are not available.
* Every facility has a qualified person who is authorized to act in the absence of the administrator or person legally responsible for the operations of the facility

## ➋ Determine Where to Operate From (Alternate Facilities)

Based on the catastrophic event available operational facilities and Enterprise operational prioritizes will drive the selection of alternate facilities.

* Established operating facilities (CMOCs in present facilities)
* Available Facilities identified as alternatives within Foodex]
* Available pre-identified non-Foodex facilities within Manhattan and within close proximity to Enterprise facilities
* Other pre-identified facilities within San Francisco
* Other pre-identified facilities within California
* Ad hoc facilities identified post-incident

(See **Appendix 2a and 2b**: *Continuity of Operations Facilities* to identify alternate locations)

## ➌ Determine capability and alternatives to communicate (Continuity Communications)

Assess available emergency communications equipment and systems available to leadership including pre-distributed equipment and stored emergency communication equipment. Determine the use and/or distribution of communications equipment with an understanding of the following:

* General communications (landline and cells) capability
* External public safety emergency communications modes, if available
* IT systems should be considered inoperable and data sharing unavailable
* Satellite and hand radios are primary alternative
* Alternate facility communications capability may be impacted

(See **Appendix 3**: *Communications* to identify available COMS alternatives and equipment)

# Emergency Communications

***This emergency preparedness communication plan complies with Federal, State, and local laws and is reviewed and updated annually***

## Internal Emergency Communications

The Crisis Management Department will coordinate internal emergency communications when a threat or hazard is detected:

* Activation trigger is a threat or hazard with the potential to disrupt delivery of critical services or threaten human resources, business continuity or physical resources

**Initial Incident Message**

* Incident description and location
* Actions needed (if any)
* When to expect more information
* Activation steps including an Initial Incident Message to leadership

#### ICS Manager Roster

The ICS Manager Roster:

* Is 200+ leaders and managers from across Foodex
* Would be directed about appropriate actions within their department(s)
* Would disseminate situation updates and appropriate directions to staff within their departments

## Communication Methods

Multiple redundant systems ensure real-time internal emergency communications:

* Public Address (PA) Systems
* Mass notification system to transmit *Foodex Alert!* text message, email, phone and voicemail
* Broadcast email via Microsoft exchange server
* intranet

**Emergency Communications (cont.)**

#### 

#### Public Address Systems

Public Address (PA) System is the most effective method of emergency communications.

* PA is used for confirmed conditions and to convey instructions.
* Table 8 lists guidelines for PA use.

#### Foodex Alert!

*Foodex Alert!* is a remote messaging method for time sensitive Internal Emergency Communication.

* Tables 9A and 9B below lists guidelines for internal emergency communications using *Foodex Alert!*

|  |  |  |
| --- | --- | --- |
| **Table 9A** Types of Foodex *Alert!* | | |
| **Type** | **Description** | **Mode** |
| **Warnings** | * Urgent and Time Sensitive * Instructions for Immediate Actions | * Text Message * Email * Voice Call |
| **Notifications** | * Situational Updates | * Email * Text Message |

Employees must keep personal contact information updated through Foodex’s HR system to receive an *Foodex Alert!*

#### 

#### Other Methods of Internal Communications

*Radios*

The Crisis Management Department maintains a cache of UHF radios for use by ICS Sections and Groups

#### Alternate Communication Technologies

#### Coms-in-a-Box mobile communication systems (12)

#### Satellite phone

#### Government Emergency Telecommunications Service (GETS)

#### Wireless Priority Service (WPS)

* ICS Sections and Groups requesting radios should limit chatter to ensure channels do not become congested.
* The Crisis Management Department offers “just-in-time” refresher training to users as needed.

*Alternate Communication Technologies*

The Crisis Management Department maintains a limited cache of satellite telephones that connect to orbiting satellites instead of terrestrial cell sites

Additionally, the Crisis Management Department has limited access to priority phone services through the Federal Emergency Management Agency, or FEMA

* Government Emergency Telecommunications Service (or GETS) provides priority access in the local and long distance segments of the landline networks
* Wireless Priority Service (or WPS) provides a similar service for the wireless network

**External Emergency Communication**

The Crisis Management Department will coordinate external emergency communications when a threat or hazard is detected:

* Activation trigger is a threat or hazard with the potential to disrupt delivery of critical services or threaten human resources, business continuity or physical resources
* External emergency communication stakeholders include
  + Customers and suppliers,
  + Local and regional elected officials
  + Contractors and vendors
  + Media
  + Shareholders

### Primary and Alternate Means of Communication

As shown in Table 13 below, The Crisis Management Department partners with departments across Foodex to maintain redundant communication capability with external stakeholders

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Table 13** *Primary and Alternate Communication Capability* | | | | |
| **Stakeholder** | **Primary** | | **Alternate** | |
| **Device** | **System** | **Device** | **System** |
| Federal, State, and local emergency management | Phone, text, email | Cisco IP, Microsoft exchange | Voice, phone, email | Satellite phone, *GETS* (Government Emergency Telecommunications Service), *WPS* (Wireless Priority Service) |

#### Media and Elected Officials

Table 14 below lists roles and responsibilities for emergency communications with the media and elected officials

|  |  |
| --- | --- |
| **Table 14** *Guidelines for Emergency Communication with Media and Government* | |
| **Department** | **Roles & Responsibilities** |
| Executive Leadership | * Manage communications with elected and senior government officials * Provide spokesperson(s) for media availability |
| Communications & Marketing (Emergency Public Information Group) | * Manage direct communications with media outlets * Coordinate all press conferences and media inquiries * Establish media staging area * Manage social media communications * Develop and approve external communications including press releases, social media posts, and internet web page(s) * Monitor media; produce reports of coverage related to Foodex |
| Crisis Management Department | * Coordinate review of media content developed for external sources for accuracy * Provide subject matter expertise |
| Government Affairs | * Support interactions with elected officials and community boards |

# Coordination with Public Agencies

The Crisis Management Department at Foodex will lead coordination with external emergency management agencies when a threat or hazard is detected:

## First Responder Personnel

**When a threat or hazard is detected, first responder personnel may need to enter Foodex properties**

*Such personnel include representatives of firefighting, emergency medical services, law enforcement, emergency management, public health, and utilities agencies.*

* Interactions with first responder public agencies will comply with Homeland Security Presidential Directive 5 (2003), National Incident Management System (NIMS).
* The Crisis Management Department will support first responder public agency Incident Command Post with Foodex representatives with knowledge of the facility and decision-making authority.
* Foodex personnel will work cooperatively with first responder agency personnel under the supervision of Foodex management.

Incident Action Plan

All business unit owners are empowered to act when a crisis occurs. Follow the process below to recover your department operations.

**Detailed Breakdown of Tasks and Assignments**

**Task 1: Activate the Foodex Alert System to Notify All Staff**

* **Task 1.1**: Trigger emergency alerts through text, email, and mobile notifications.
  + **Assigned To**: IT Operations Specialist
  + **Timeline**: Within 5 minutes
* **Task 1.2**: Confirm receipt of messages by all staff and escalate if necessary.
  + **Assigned To**: Communications Manager
  + **Timeline**: Within 10 minutes

**Task 2: Secure the Headquarters and Shelter Employees in Place**

* **Task 2.1**: Conduct a sweep of the premises to ensure all entry points are locked and secure.
  + **Assigned To**: Security Team Lead
  + **Timeline**: Within 10 minutes
* **Task 2.2**: Guide employees to designated safe zones within the building.
  + **Assigned To**: Floor Wardens
  + **Timeline**: Within 15 minutes
* **Task 2.3**: Monitor and report any external threats near the headquarters.
  + **Assigned To**: Security Operations Center
  + **Timeline**: Ongoing

**Task 3: Establish an Incident Command Center Remotely**

* **Task 3.1**: Set up a virtual command center using pre-configured tools and platforms (e.g., Webex or Microsoft Teams).
  + **Assigned To**: Incident Commander and IT Support
  + **Timeline**: Within 30 minutes
* **Task 3.2**: Assign specific roles to team members in the command center, such as logistics, communications, and monitoring.
  + **Assigned To**: Crisis Management Lead
  + **Timeline**: Within 1 hour

**Task 4: Relocate Logistics and Deliveries to Alternate Hubs**

* **Task 4.1**: Notify alternate hubs of the situation and confirm their readiness to handle rerouted logistics.
  + **Assigned To**: Logistics Coordinator
  + **Timeline**: Within 30 minutes
* **Task 4.2**: Divert incoming deliveries to alternate distribution centers and update drivers on new routes.
  + **Assigned To**: Dispatch Team Lead
  + **Timeline**: Within 1 hour
* **Task 4.3**: Communicate new delivery timelines and expected delays to customers.
  + **Assigned To**: Customer Relations Manager
  + **Timeline**: Within 2 hours

# Step ➊: Recognize

## Recognize a War Escalation is occurring through:

* Direct observation: Physical signs of disruption, such as damage to facilities or supply chain interruptions.
* Colleagues: Reports from local employees, drivers, or managers in the affected region.
* Text or email (Foodex Alert): Notifications sent via the Foodex Alert System to inform staff of the situation.
* Social media: Verified updates and reports from trusted sources online.



**Situational Awareness Dashboard**

**Situation Map**

# Step ➋: Size-Up

## Assess the incident:

* What is the cause? Identify the immediate and root causes of the disruption.
* Is it getting worse or better? Monitor escalation or resolution of the crisis.
* What resources are needed? Determine the staff, supplies, or support required to address the situation.
* How can it be fixed? Outline potential solutions or mitigations.
* What is the worst-case outcome? Anticipate the most significant impacts to Foodex operations and personnel.

## Build situational awareness:

* Review the [**Situational Awareness Dashboard**](https://veoci.com/v/c/122403/dashboard/245521/members)in the Continuity Action Tool
* Review the [Situation Map](https://veoci.com/v/c/122403/map/layers?view=c8nks92tev) to identify proximity of incident to facilities or staff home location

## Understand what impacts the incident could have on:

* Your staff: Safety and ability to perform duties.
* Your drivers: Accessibility and safety along delivery routes.
* Your customers: Interruptions to food deliveries and service commitments.
* Foodex operations: Disruptions to logistics, supply chains, and facility operations.

## Identify disruptions to your essential services:

|  |  |
| --- | --- |
| **Essential Service** | **Allowable Downtime** |
| Driver Safety & Logistics | 24 hours |
| Customer Deliveries | 48 hours |
| Warehouse Operations | 72 hours |
| Supply Chain Continuity | 72 hours |

# Step ➌: Notify

## Tell everybody with a need to know:

* 9-1-1 for life threatening situations
* 33-911 or 212-263-3911 for internal emergencies
* Staff and department leadership
* Internal and external partners

## Initiate emergency notification through the [Continuity Action Dashboard](https://veoci.com/v/c/122403/dashboard/205615/members):

* Select [**Notify Staff**](https://veoci.com/v/c/122403/dashboard/205615/members) to send notification to staff via phone call, text message and email
* Select [**Recall Staff**](https://veoci.com/v/c/122403/dashboard/205615/members) to recruit personnel for staffing needs
* Select [**Staff Check-in**](https://veoci.com/v/c/122403/dashboard/205615/members) to poll staff

**Continuity Action Dashboard**

## Crisis Management Team Contact Information:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Title / Job** | **Able to perform remote work?** | **Work Email Address** | **Work Office Phone** | **Work Mobile Phone** | **Personal Mobile Phone** |
| Parithi E | Crisis Management Lead | Yes | crisisteam@foodex.org | +1 (212) 555-1234 | +1 (212) 555-1234 | +1 (212) 555-1234 |
| Taqui Ahmed | Operations Lead | Yes | ops@foodex.org | +1 (212) 555-1235 | +1 (212) 555-1235 | +1 (212) 555-1235 |
| Xili Gong | Security Lead | Yes | security@foodex.org | +1 (212) 555-1236 | +1 (212) 555-1236 | +1 (212) 555-1236 |
| Zhan Guo | Communication Lead | Yes | comms@foodex.org | +1 (212) 555-1237 | +1 (212) 555-1237 | +1 (212) 555-1237 |

## Internal Partner Contact Information:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Department Name** | **Point of Contact** | **Title / Job** | **[Focus Organization] Email Address** | **Work Office Phone** | **Work Mobile Phone** |
| Logistics | Jianhong He | Logistics Lead | logistics@foodex.org | +1 (212) 555-1238 | +1 (212) 555-1234 |
| HR | Sarah Wilson | HR Manager | hr@foodex.org | +1 (212) 555-1239 | +1 (212) 555-1239 |

## External Partner Contact Information:

|  |  |  |  |
| --- | --- | --- | --- |
| **Organization** | **Point of Contact** | **Phone Number** | **Email Address** |
| Emergency Supplies Inc. | Richard Johnson | +1 (212) 555-1240 | richard@supplies.com |
| Local Fire Department | Captain Emily | +1 (212) 555-1241 | emily@firedept.org |

# Step ➍: Activate

## Initiate life safety actions:

* Evacuate or shelter-in-place if needed
* Keep everyone safe and accounted for
* Ensure everyone is kept informed of what is going on

## Refer to the [Foodex Ready Guide](https://veoci.com/v/p/dashboard/afsgztawd2) to access:

* Incident specific guidance for responding to emergencies
* Campus maps
* Contact information for key departments

**Foodex Ready Guide**

## Gather managers and staff in-person or virtually:

* If safe, identify location to gather team
* Meet at the pre-designated evacuation gathering point: Crisis Room A
* Initiate conference call through the [**Continuity Action Dashboard**](https://veoci.com/v/c/122403/dashboard/205615/members)
* Facilitate conference call through Webex:

|  |  |  |  |
| --- | --- | --- | --- |
| **Webex Name** | **Webex Meeting Link** | **Dial-in Phone Number** | **Access Code** |
| Crisis Management Call | Foodex.webex.com | +1 (212) 555-1245 | 4nsuhdue |

## Discuss with managers and staff:

* What is happening
* Who is in charge
* Who they report to
* What they should do
* What their new responsibilities are (if any)
* How to keep themselves safe

## Assign roles based on order of succession:

|  |  |  |  |
| --- | --- | --- | --- |
| **Key Position** | **Successor 1** | **Successor 2** | **Successor 3** |
| Crisis Manager | Parithi E, Crisis Manager | Joseph S, Deputy Manager | Ellie F, Senior Manager |
| Security Lead | Xili Gong, Security Lead | Richard Brown, Assistant Lead | Emily D, Regional Lead |
|  |  |  |  |
|  |  |  |  |

## Review delegation of authorities with managers and staff:

|  |  |  |  |
| --- | --- | --- | --- |
| **Authority** | **Triggering Conditions** | **Position Holding Authority** | **Delegated Authority** |
| Facility Evacuation | Facility is unsafe due to conflict escalation | Parithi E, Chief Crisis Manager | Operations Coordinator |
| Communication Approval | Disruption in central communication channels | Zhan Guo, Communications Manager | Regional Lead |
| Resource Allocation | Shortages in key supplies | Logistics Lead | Assistant Logistics Coordinator |
|  |  |  |  |

# Step ➎: Operate

## Relocate essential services if facility is inaccessible:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Primary Facility** | **Address** | **Recovery Strategy** | **Alternate Facility** | **Address** |
| Main Distribution Center | 123 Main St, San Francisco | Redirect deliveries to alternate facilities; reroute logistics | Regional Hub B | 456 Elm St, Fresno |
| Customer Support Office | 789 Support Ave, San Francisco | Set up remote working protocols for staff | Backup Support Center | 101 Maple Rd, Los Angeles |
| IT Data Center | 795 Support Ave, San Francisco | Transition to cloud-based systems; activate secondary servers | Cloud Operations Facility | Cloud-based address |
| Regional Logistics Hub | 654 Logistics Way, San Jose | Utilize mobile logistics units; consolidate inventory | Mobile Logistics Unit | Mobile, operational zones |

Appendix

# Appendix A – Incident Worksheet

## Use this table to assign and track tasks and responsibilities during a disaster or significant disruption:

|  |  |  |  |
| --- | --- | --- | --- |
| **Task #** | **Description** | **Responsibility** | **Deadline** |
| 1 | Notify staff and stakeholders about the incident | Communications Manager | Within 1 hour |
| 2 | Activate emergency operations center (EOC) | Crisis Manager | Within 2 hours |
| 3 | Assess the extent of damage and disruptions | Operations Team | Within 3 hours |
| 4 | Relocate essential services to alternate facilities | Logistics Lead | Within 4 hours |
| 5 | Implement life safety measures (e.g., evacuations) | Safety Officer | Within 2 hours |
| 6 | Establish contact with external agencies (e.g., local authorities) | Government Liaison | Within 2 hours |
| 7 | Develop and distribute an initial incident report | Planning Section Lead | Within 4 hours |
| 8 | Deploy necessary resources to critical areas | Resource Manager | Within 6 hours |
| 9 | Conduct team check-ins to ensure accountability | HR Manager | Within 3 hours |
| 10 | Evaluate and update the response plan as necessary | Crisis Manager | Ongoing during incident |

# Appendix B – Project Canvas A

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Project Manager  **Joanne S** |  | | | Project Name  **November 17th Attack – Foodex Headquarters Restoration** | |
| **Foundation** | **People** | | | **Creation** | |
| **A.** Purpose  To restore essential operations at Foodex headquarters disrupted by the war scenario, ensuring continued service delivery to customers. | **D.** Sponsorship  Executive Leadership, including CEO and Crisis Management Lead, oversees project approval and funding. | **E.** Stakeholders  Internal: Foodex staff, drivers, IT department, logistics team.  External: Customers, suppliers, emergency response agencies, government authorities. | | **G.** Deliverables  Fully operational alternate facility.  Repaired primary headquarters.  Updated Crisis Management Plan with lessons learned. | **H.** Plan   * Immediate repairs and safety inspections (Week 1–2). * Resource allocation to alternate facilities (Week 3). * Full restoration of headquarters (Week 4–6). |
| **F.** Resources  Temporary logistics hubs.  IT systems for remote work.  Satellite phones for uninterrupted communication.  Emergency fund for quick resource deployment. | **I.** Change  Adapt logistics and communication strategies to minimize disruption and incorporate agile processes for future crises. |
| **B.** Investment  $500,000 allocated for emergency operations, facility repair, and alternate facility setup. | | | **C.** Benefits  Minimized service downtime.  Ensured safety and productivity of staff.  Maintained customer trust and organizational reputation. | | |
|  | | | **Version 1** 18 November 2024 | | |
|  | | |  | | |

## Project Canvas B

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Project Manager  **Kaitlyn X** |  | | | Project Name  **November 17th Attack – Foodex Headquarters Restoration** | |
| **Foundation** | **People** | | | **Creation** | |
| **A.** Purpose  To create a centralized platform to manage and coordinate Foodex’s crisis response, ensuring effective communication and decision-making. | **D.** Sponsorship  Crisis Management Department Lead | **E.** Stakeholders  Executive Leadership, IT Department, Security Team, Communications Team | | **G.** Deliverables  - Fully operational Incident Command Center (virtual or physical)  - Assignment of critical roles for incident response  - Real-time updates on the crisis dashboard | **H.** Plan  - Activate virtual platforms (Webex, Teams)   - Assign roles within the command center   - Schedule regular briefings and updates |
| **F.** Resources  Virtual conferencing tools, emergency communication channels, trained staff, operational guidelines, backup power sources | **I.** Change  - Transition from standard operations to crisis management mode.  - Adjust roles as the situation evolves. |
| **B.** Investment  Resources allocated for virtual tools (Webex, Microsoft Teams), IT support, and personnel. | | | **C.** Benefits  Streamlined decision-making, improved coordination, and minimized operational disruptions during the crisis. | | |
|  | | | **Version 1** 18 November 2024 | | |

# Appendix E – About this Crisis Management Plan

This Crisis Management Plan describes the essential services of Foodex Crisis Team and outlines unit-specific guidance to enable its continuity during a disaster or significant disruption.

## Purpose:

The purpose of this Crisis Management Plan is to enable the mobilization of personnel, processes and resources to mitigate the impacts of an emergency on essential services.

## Objectives:

* Enable effective action during the crisis
* Minimize potential disruption to essential services
* Guide decision making when staff, space or supplies are disrupted
* Outline recovery strategies to ensure essential services are quickly restored following a disruption

## Planning assumptions:

An emergency could have lasting impacts on the ability of [Department Description] to maintain its essential services as a result of:

* Limited or no access to critical facilities
* Staff and faculty inability to perform essential duties
* Disruption in availability of supplies and services that are the inputs to essential services
* Disruption in availability of supplies and services that are the inputs to essential services

## Planning Team:

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Title** | **Phone** | **email** |
| Parithi E | Crisis Manager | +1 (212) 555-1246 | crisisteam@foodex.org |
| Taqui Ahmed | Operations Lead | +1 (212) 555-1247 | ops@foodex.org |
| Xili Gong | Security Lead | +1 (212) 555-1248 | security@foodex.org |
| Zhan Guo | Communications Lead | +1 (212) 555-1249 | comms@foodex.org |

## Plan updates:

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date modified** | **Modified by** | **Approved by** |
| 1.0 | 11/15/2024 | Parithi E | John Doe |
| 1.1 | 11/17/2024 | Xili Gong | Parithi E |