

GUIDELINES FOR BUSINESS READINESS: 2008 DEMOCRATIC NATIONAL CONVENTION

Abstract: This document is provided to Colorado business owners and others who have responsibility for continuity of operations planning in their organization. This document provides general information about business readiness planning in the context of the 2008 Democratic National Convention (DNC) which will be held in Denver August 25 – 28, 2008.

Note: This document presents hypothetical business disruptions possible during the DNC. These scenarios are used to illustrate general business readiness concepts and provide a framework for continuity of operations planning. Individual organizations are responsible for assessing their own sources and levels of risks, for validating their planning assumptions and for creating their own continuity of operations plans.

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OVERVIEW

This document provides an overview of issues to consider when preparing for possible business impacts during the 2008 Democratic National Convention (DNC). It is designed to assist you in developing or enhancing your own continuity of operations plan by providing planning information, guidelines, and links to other business continuity planning resources.

Ideally, your continuity of operations plan should be written to address business interruptions from all types of hazards – best practices indicate that you should not develop separate plans for different threats such as a snowstorm, fire, or flood. Instead, your plan should help you respond to interruptions regardless of the cause. Your continuity strategies should address generic interruption conditions such as loss of a work site, loss of computer applications or technology, and significant loss of staff, and include consideration for impacts that may last for longer timeframes. If your business develops strategies for these basic scenarios then you will be more prepared to handle whatever may come your way regardless, of size or source.

BACKGROUND

In January of 2007, Denver was identified as the host city of the 2008 Democratic National Convention. Recognizing the need to prepare for this large scale special event, the Denver community began planning efforts to maintain a safe and secure convention environment.

Hosting the DNC offers a unique and distinguished opportunity for local, state and national stakeholders to highlight Denver. Due to the size and political nature of the event, it is reasonable to anticipate some level of impact on day-to-day life and work in the Denver metro area. Businesses should be prepared to respond effectively to potential impacts, up to and including the types of disruptive activities that have taken place during past political conventions.

Therefore, diverse organizations have collaborated to share information, develop continuity of operations plans, identify security issues, and develop guidelines for how they can support their employees and continue operating during potential business disruptions. Continuity of operations planning directly supports the shared community objective to provide “Business as Usual”.

This document is based on the Guidelines for Business Pandemic Readiness originally developed to address pandemic influenza preparedness by the Colorado Department of Public Health and Environment (CDPHE) in partnership with individuals from local and state agencies, non-profit organizations, professional associations, and businesses. In recognition of the need to collect information about and provide guidance for other significant threats, CDPHE has made a document template available for customized modification by interested and qualified groups.

CONTRIBUTORS

The following organizations contributed to the development of this document:

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SCOPE

THIS IS NOT A PLAN. This document provides specific information about possible business interruptions during the DNC, which has been designated by Homeland Security as an Extraordinary National Security Event (ENSE). It is designed to be used as a guide by organizations of all types and sizes, both public and private, to supplement existing continuity of operations plans, and ensure that they sufficiently address the unique nature of this type of event. While this document focuses on readiness for the DNC, many of the concepts can also be used for other types of business interruptions.

ASSUMPTIONS

Assumptions are statements made about the expected conditions during business interruptions which will affect the ability of an organization to respond according to plan. It is critical to identify assumptions about an event, the significance of the assumed conditions and the consequent effects on the organization's resources and ability to respond to those specific conditions. While no one will be able to predict with certainty what may happen during an event, planning for the worst case scenario will help you be prepared for events of less intensity.

The special planning characteristics for the DNC are mainly related to large numbers of people in a relatively small space, the political and historic nature of the gathering, the make-up of the audience/crowd (age, socio-economic status, political attitudes) and event logistics (venue, season, time, duration).

The following assumptions are provided as items to consider when beginning your continuity of operations planning for the DNC. These assumptions are specific to the 2008 Democratic National Convention and are not universal for all events. Note: these assumptions are based on conjecture as to what might happen during the DNC and are not meant to be an exhaustive list. Business will need to conduct their own individual research to validate assumptions as event preparations continue to evolve.

- The Denver metro area will experience a temporary influx of approximately 50,000 people during the DNC between Saturday, August 23 and Thursday, August 28, with a gradual pre-event build-up and post-event reduction in visitors in the two weeks before and after the main event. Although subject to change as the event approaches, a partial breakdown of expected groups include:
 - 20,000 delegates, party members, elected officials and other event visitors
 - 10,000 volunteers
 - 15,000 members of the media
 - Estimated tens of thousands of political demonstrators
- The primary convention event venues will be the Pepsi Center and the Colorado Convention Center, and convention floor activity will take place between 4:00 p.m. and 9:00 p.m. Barack Obama's nomination acceptance speech will be held at Invesco Field at Mile High.
- The majority of visitors will be lodged near the downtown Denver area and participating in activities near there. However, surrounding communities will also see an increase in visitors, traffic and activity levels. Specifically, hotels, restaurants and other tourism-related businesses may see a significant increase in transaction volume.
- Both private and public transportation will experience some level of disruption from normal patterns and capacity due to the increased volume of people and level of activity related to the DNC.
 - Roads, especially near downtown Denver, may be closed or restricted at some point during the event. Duration and advance notice of closures may vary.

- Public transportation impacts may include temporary changes in service schedules or routes.
- Mail, package and other delivery services may be delayed or otherwise interrupted.
- Public and private parking facilities may be affected by the increased volume of vehicles, possibly resulting in ingress/egress bottlenecks, access problems due to illegal parking, and general difficulty finding parking.
- Municipal first responders (i.e. law enforcement, fire and emergency medical services) may be delayed due to traffic and other access issues.
- There will be a heightened presence of law enforcement officers and support personnel from a variety of jurisdictions in the downtown Denver area.
- There may be an increased potential for individuals to use the convention activities as cover for criminal activity, i.e. robbery, larceny, cyber crime, etc.
- Some areas around the Pepsi Center will require additional screening and security measures.
- The annual set-up for the Downtown Denver Partnership's Taste of Colorado will also begin in Civic Center on the Wednesday of the Convention week.
- Denver Public Schools will be in session during the convention and employees with school-age children may experience impacts due to student transportation issues.
- There is a designated parade route and schedule for demonstrators to march towards the Pepsi Center; however groups may potentially stray from this route and schedule.
- Interruptions due to the convention will likely be relatively short term (duration measured in terms of hours or days), but post incident recovery time may last longer (e.g. scheduling time for clean-up and necessary property repair and restoration efforts).
- Organized or spontaneous groups of people will gather to speak, demonstrate, march, or protest on a variety of political and social issues. These gatherings could potentially escalate into physical acts of civil disobedience or disruption, violence, vandalism or other physical property damage.
 - Access to some public areas may be restricted, either with or without notice, in order to effectively manage public safety and security throughout the DNC.
 - Law enforcement may determine that the use of crowd control agents (e.g. tear gas) is necessary.
- Certain public and private sector locations may be subject to specific and targeted activity due to the nature of their normal business operations or their special DNC-related functions. Examples include:
 - Hotels, both as accommodation centers for political and media representatives as well as special event venues and gathering places, could see demonstrations, picketing, suspicious packages, demonstrators attempting to enter and/or blockade the building.
 - People may attempt to sleep overnight or camp out in public parks.
 - Facilities of federal, state and city/county government entities including executive, legislative and judicial branches could experience demonstrations, picketing, blockages, suspicious packages and road closures. Offices for military and fiscal agencies may be particularly targeted.

- Large seating capacity entertainment venues, including sports, theater and concert facilities may see demonstrations, demonstrators attempting to enter gatherings and functions, access or traffic blockages, and suspicious packages.
- Major transportation corridors to the city core may see traffic delays, possibility of demonstrators unfurling banners from overpasses, RTD delays and station changes causing inconvenience and delays.
- Private organizations in sectors such as medical, petrochemical, government contracting, environmental, religious, financial services, etc. may see demonstrations, picketing, attempts to block entry to the buildings, attempts to enter the buildings to those tenant floors, vandalism and traffic problems in and around the facility.

SECTION 1: Employee Safety and Awareness

At Home

Individual planning is the foundation of business, community and national preparedness for any kind of disaster. If individuals can raise their level of personal preparedness, first responders and other emergency management agencies will be better able to deliver services to those with the most critical needs.

While many parts of the Denver metro area will be minimally impacted by the core DNC activities, employees who live downtown may consider how this type of event could affect their home life. Beyond the DNC, personal preparedness will help community response to a variety of more frequent incidents such as snow storms, wildfires, tornadoes, etc.

Businesses can do much to assist their employees with personal preparedness simply by providing reliable sources of information and encouraging them to take action. All citizens should make a plan and prepare a home emergency kit for a wide range of disasters.

Several reputable organizations already provide general information, educational materials, templates and recommendations for personal preparedness. A simple message to your employees linking them to these resources, and encouraging them to take action is an excellent first step in your business preparedness and communications plan.

(Note: website addresses for hyperlinked text throughout this document can be found in Section 5, Resources.)

- [ReadyColorado](#)
- [Denver Red Cross Community Preparedness](#)
- [Community Emergency Response Training \(CERT\)](#)

At Work

Similar to home personal preparedness steps, employers and employees should consider the potential impacts of the DNC at the workplace and prepare to address those as unique issues.

Employers should provide employees with training and information regarding the organization's emergency plans. These plans should include building specific procedures such as evacuations, shelter-in-place, and proper reporting for emergency medical, safety, and security issues. Employers may consider providing first aid/CPR/AED training to their employees to assist with immediate medical response needs. Additionally, employers should remind their employees about physical security policies and procedures, and to be vigilant and aware of their surroundings.

Organizations should also develop a communications plan that includes a process to update employees on the status of the situation and business operations. These notification updates can be in the form of email,

telephone calling trees, voice and text messaging, corporate website updates, or staff meetings. Employees should be reminded of the proper internal procedures to report their work status (telecommuting, delayed, personal time, etc.) to management.

Employers can instruct and inform their employees on how to gather accurate and timely information such as breaking news stories, weather and traffic from reputable news sources.

Employees should consider maintaining a workplace preparedness kit in case it becomes necessary to shelter-in-place. Their kit should include a supply of food, water and necessary medications, a modified first aid kit, and disaster supplies such as a face mask, flashlight, and whistle.

- [American Red Cross Personal Workplace Disaster Supplies Kit](#)
- [Ready.gov business preparedness](#)
- [ReadyColorado READY kit recommendations](#)

During Commute

With the possible impacts to transportation and parking, commuters should anticipate spending more time getting to and from their workplace and other metro destinations during the DNC. Commuters should consider the effects of traffic jams, highway congestion and longer wait times in hot weather on their personal health and vehicle condition.

- Familiarize yourself with Denver's [Downtown Mobility and Access plan](#), and stay up-to-date with new information about the transportation plan as it becomes available.
- Keep vehicle fueled to at least the half tank level to prevent running out of gas in traffic.
- Be aware of your surroundings and don't leave valuables in parked, unattended vehicles.
- Lock your vehicle doors, even when you're inside.
- Bring water during your commute or keep water in your vehicle to prevent dehydration during traffic delays in hot weather.
- Keep your vehicle maintenance up-to-date to avoid breakdowns due to hard driving conditions in hot weather.
- Identify alternate driving routes to your destinations in case of temporary street closures.
- Monitor community traffic resources to avoid delays, such as [Colorado Department of Transportation traveler information web site](#).

SECTION 2: Business Impact Analysis (BIA)

An important consideration for employers is to identify the core functions and processes that must be maintained to ensure the ongoing operation of the organization. During a business interruption, having this information available will help you respond effectively by delaying or deferring less important processing, and reallocating resources to sustain a base level of operations.

- [Disaster Recovery Institute International professional practices: BIA](#)
- [Disaster Recovery Journal articles](#) (Search for the phrase "BIA")

The prioritization of business functions is determined by each organization's unique circumstances, but the process to analyze the impacts of interruptions can follow the same basic process. Consider the following topics to help you prioritize your business operations and identify possible areas for improvement:

1. What are the business functions/processes?

All business functions/processes are important to the business at some point, however some processes are less sensitive to time pressures or are have less direct impact to the bottom line. In order to compare the relative importance of functions/processes, you need to identify everything that goes into running the business. Core functions/processes may include:

- Operations: how you create and distribute your product and support the business; may include functions associated with information technology, production, and management of supply chain and distribution channels.
 - Accounting and Finance: how you collect revenue, pay your expenses and manage your finances; may include functions associated with accounts payable and accounts receivable, cash management, and collections.
 - Sales: how you establish and maintain relationships with customers; may include different categories of sales and customer service, as well as marketing and advertising.
2. What are the impacts to the business if the functions/processes are delayed or don't get done?
- Impacts to the business can be directly related to the bottom line, or may be less tangible. Consider factors such as:
- Loss of income or loss of opportunity to maximize revenue if your doors are closed or if you don't have enough staff on hand to service the demand.
 - Loss of reputation if you can't deliver your products or services to your customers. How quickly would your customers seek out another source for your product or service? How quickly would they return their business to you?
 - Possible lawsuits/fines/penalties that you may be subject to if you miss a contracted delivery date, or don't pay a bill on time. How likely is the lawsuit/fine/penalty to happen? How much money might the lawsuit/fine/penalty cost you?
3. What are the dependencies of each function/process?
- Business functions/processes usually depend on a number of human and materiel resources provided internally or externally by vendors/suppliers. Shortages of any of the resources may cause an impact to the function/process overall. Consider dependencies such as:
- People – specialized knowledge or level of experience, decision making and authority, minimum number of people needed to accomplish certain tasks
 - Information – IT systems, phone or internet access, legal or financial information
 - Equipment – IT systems, personal computers, printers, specialized manufacturing machinery
 - Supplies – food service ingredients, check stock, office supplies
 - Time – specific delivery deadlines, hours of operation, established processing timeframes (such as month-end closing)
4. What alternate or manual processes are available if any of the dependencies fail?
1. Alternate sites – is there another location from which work can be done?
 2. Alternate staff – are there other employees or temporary workers who can perform the tasks?
 3. Alternate processes – are there other means by which the work can be completed (even if it's not as efficient of a method)?
5. What are the most important processes to maintain?
- Based on your responses to the previous questions, determine the prioritization of your business functions/processes. What can be delayed or deferred? What internal or external resources can be transferred or applied to support the more critical functions/processes?

SECTION 3: Continuity of Operations Planning (COOP)

Now that you have identified your critical functions and their dependencies, you should develop a plan with specific processes for maintaining critical operations. Your plan should consider the effects of the possible situations listed in the ASSUMPTIONS section above, as well as the following specific risks that may be associated with the DNC:

- Access limitations and restrictions: higher volume of motor vehicle and pedestrian traffic, tighter building security procedures, unplanned/unannounced street closures, limited parking for employees/visitors/delivery services, abandoned vehicles, evacuation of single building or downtown area
- Loss of utility service: power -- rolling brown outs due to increased power consumption during high heat season and increased volume of people and other event activities; water – possible shortages due to seasonal hot weather and dry summer conditions; telephone (land line and cell phone service) – service interruptions due to high volume of calls above normal capacity, especially cell phone calls
- Civil disturbances: public safety, confrontations with law enforcement, broken windows and doors, unauthorized access to restricted spaces and equipment, overturned vehicles
- Public health issues: surge capacity, mass casualty incidents, food-borne disease (food poisoning)
- Biological incidents: ‘noxious materials’ thrown by violent demonstrators (urine, feces, blood)
- Chemical hazards: release of riot control agents
- Bomb threat/suspicious packages: pipe bombs and other improvised devices
- Hazardous materials release: normal transport routes through and around city (fertilizer, chlorine, anhydrous ammonia)
- Building fires: arson, alley dumpsters, possible delay in response time
- Cyber attack or general Internet slow-down
- Increased stress levels of employees

Each organization will need to develop continuity of operations plans that fit their own business culture and operational objectives. You may wish to review existing plans and templates for ideas on how to create an effective plan for your organization.

- [IBHS "Open for Business" disaster planning toolkit](#)
- [Disaster Recovery Journal toolbox](#)

Regardless of the format of the plan, it should address the following key topics:

- 1) Develop a contingency planning team.
 - Designate a member from each business area/discipline and arrange scheduled meetings (via telephone or other mechanism) to coordinate planning activities and exercises.
 - Executive office should provide leadership by example and represent the company to stakeholders and the general public.
- 2) Develop a crisis management team.
 - Identify chain of command and ensure that positions of authority have identified back-ups with the ability to execute decisions.
 - Develop a plan to monitor event status throughout the DNC.
 - Establish procedures to report extraordinary behavior.
- 3) Identify key customers and suppliers.
 - Implement strategies to ensure delivery of critical supplies.
 - Stock adequate supplies and parts for crucial equipment.

- Ensure that your outsourcing vendors have their own continuity of operations plans in place. If they do not, look at internal resources to accomplish those functions at a minimal level, or find alternate/supplementary suppliers.
- 4) Protect people and key company assets, including physical and intellectual property.
- Encourage personal preparedness for employees
 - Train employees on facility safety procedures and how to put together their own personal preparedness kits for home, work and vehicle.
 - Home preparedness plans should address individual special needs such as care for infants, elderly family members or pets.
 - Consider providing first aid/CPR/AED training and creating an internal emergency response program for qualified volunteers
 - Monitor levels of company provided first aid and shelter-in-place supplies.
 - Work with your building manager to coordinate physical security activities.
 - Consider purchasing lockdown supplies: plywood boards and fasteners for window protection/hardening, sandbags
 - Complete pre-event site cleanup, removing all portable/throwable items
 - Understand building safety procedures such as evacuation routes, shelter-in-place locations, ventilation shut down issues, and increased security procedures
 - Know your neighbors; become involved with neighbors, vendors, law enforcement, building management
 - Update your anti-virus and computer network protection software.
- 5) Implement alternate work arrangements.
- Identify how markets will change during a business interruption and how they will affect staffing requirements. In some cases, this may mean anticipating a surge in business and the resulting need for increased staff and delivery of materials and supplies.
 - Identify required skill sets and determine what cross training should take place.
 - Shift work to different locations as needed – work from home, secondary business site, mutual aid agreements
 - Relax the shift structure to accommodate possible transportation delays.
 - Create and/or expand telework opportunities.
 - Increase remote employee broadband dial-in access capabilities.
 - Utilize teleconferencing/video conferencing/virtual learning.
 - Expand on-line transaction and self-service options for customers and partners.
 - Review security measures for remote teleworking through computers, cell phones and personal digital assistants (PDA).
 - Consider reducing the number of on-site employees during event to minimize exposure to interruptions.
 - Identify transportation alternatives: charter buses, carpooling, shift start/stop work hours,
- 6) Develop a communication plan.
- Identify communication objectives, methods and procedures for a variety of offices: internal building, among employees, crisis management team, building management, authorities, rumor control; customer communications, supplier/vendor communications
 - Consider developing a special web page and/or voice message that can be set up and “turned on” if needed for updates (accessible by all employees). Notify suppliers, employees and other partners of any changes to your work schedule or hours of operations.
 - Include a variety of communications methods: Internet, telephone, mobile voice & data, Virtual Private Network (VPN), firewalls, email, web services.
 - Develop protocols, methodology and schedule for regular updates.
 - Employees - Internal updates on company status.
 - Customers - External daily updates on company status/capabilities.

- You may want to consider developing a company “hot-line” to easily inform employees at alternate work locations of the business’ status.

7) Practice your COOP plan and keep it updated.

SECTION 4: Other Considerations

Human Resources Issues

Unlike the disasters that most organizations plan for, a business interruption due to the DNC may not primarily affect equipment and facilities, but rather the availability of people that organizations depend on to produce products and services, and the access of those people to their workplace. Therefore, organizations should review their human resource management practices and policies for absence and tardiness issues, refining and/or implementing policies that address the possible scenarios. Check with your human resources and legal counsel to ensure your compliance.

In planning for a business interruption, organizations may want to consider defining and publishing guidelines/policies including:

- Paid Time Off, Sick Leave, and Vacation.
 - Establish triggers to activate modified procedures.
 - Devise and approve plans to accommodate extended time away from work.
- [Family Medical Leave Act \(FMLA\)](#).
 - Ensure that supervisors know when to recognize possible FMLA triggers (i.e., out 3 calendar days).
 - Review state laws on additional FMLA requirements if applicable (not in Colorado).
- [Workers’ Compensation](#)
 - Consult with your Workers’ Compensation provider for guidance related to incident or access disruption issues.
- Essential versus non-essential workers.
 - Consider how you will designate personnel to support critical functions.
 - Every employee is important to your business, but some employees, who support your most critical functions, are considered essential. Define what “essential” and “non-essential” workers are and if there are any additional considerations for each category in your policies.
 - Each job function could include an essential or non-essential designation.
 - Convey to employees that their duties, functions and roles may change throughout the incident or access disruption.
 - People may move between “essential” and “non-essential” depending on the nature of the event.
- Failure to report for work.
 - Consider how you will address issues related to employees who refuse to come to work due to fear of possible harm.
- Compensation.
 - Encourage direct payroll deposits for all employees.
 - Be prepared to handle large volume of insurance claims.
 - Review employee benefits coverage and payment levels.
 - Consider compensation options for office closures due to convention activities.
- Communication.
 - Develop multiple methods for coordinating information with employees, customers, contractors and suppliers (phone trees, email, websites, text messaging, etc.)
 - Update employees about organization’s preparedness plans.

- Develop procedures and provide training/guidance for management/supervisor response should an employee be injured or ill.
- Develop guidelines for sending employees home in the event of unusual circumstances.
- Keep building management informed of your company's situation.

All of these issues should be considered and documented as appropriate in your organization's emergency human resources plan. These policies should be communicated to your employees often so that they understand the kind of resources available to them, and what actions the organization will take during an incident or access disruption.

In addition, ensure that all employee insurance forms and beneficiaries are accurate and up-to-date before an incident or access disruption hits.

Protest Organizations

Several political and social protest groups have stated their intent to stage demonstrations during the DNC. Freedom of expression is an integral part of the United States political process and Denver has stated its support of the rights of people to express their views safely and in a manner that respects the rights of others along with local, state and federal laws. Peaceful demonstrations are expected in Civic Center, Skyline Park and other downtown parks, as well as along the designated parade route.

However, past conventions have experienced disruptive crowd behavior and it is prudent for Denver to prepare for this possibility as well. Organizations should raise the level of awareness on safety and security topics with their employees. Where possible, work with your building management, physical security provider, neighbors/other building tenants, and other partners to coordinate safety and security activities. Conduct a risk assessment to identify areas for improvement and steps for prevention or mitigation. Consider gathering information about the protest groups, in general or as might specifically relate to your organization, and what activities they have announced.

Below is a partial list of groups that may demonstrate at the DNC. Information about these groups is not included in the guideline document as any kind of endorsement or position on the objectives of these groups, but rather as a planning and awareness resource.

Alliance for Real Democracy, Animal Liberation Front, Code Pink, Disruption DNC08, Earth Liberation Front, Iraq Veterans Against the War, Re-Create 68, Students for a Democratic Society (SDS), Tent State University, Troops Out Now Coalition, Unconventional Actions

SECTION 5: Resources

References and links to the following resources are provided in the spirit of collaboration and information sharing. Inclusion does not necessarily indicate an endorsement. Contents of external websites are the responsibility of the hosting organization.

American Red Cross – A humanitarian organization that provides relief to victims of disaster and helps people prevent, prepare for, and respond to emergencies.

<http://www.redcross.org/>

<http://www.denver-redcross.org/> (Mile High Chapter)

Association of Contingency Planners (ACP) – A non-profit trade association dedicated to fostering continued professional growth and development in effective contingency and business resumption planning.

<http://www.acp-international.com/>

<http://www.crmc-acp.org/> (Colorado Rocky Mountain Chapter)

Business Continuity Institute (BCI) – A professional organization whose mission is to promote the art and science of business continuity management.

<http://www.thebci.org/>

The Centers for Disease Control and Protection (CDC) – An agency of the U.S. Department of Health and Human Services responsible for leading national healthcare educational initiatives, on-going research, and disease investigations through partnerships with state and local healthcare organizations.

<http://www.cdc.gov>

Specific items of interest from CDC:

Fact Sheet: Facts About Riot Control Agents interim document.

<http://emergency.cdc.gov/agent/riotcontrol/factsheet.asp>

Colorado Department of Human Services - Division of Mental Health (CDMH) – A state agency division whose mission is to ensure culturally competent, comprehensive care that promotes individual, family, and community resiliency and recovery through providing to the public mental health system expertise in policy, program development, evaluation, quality improvement, training, consultation and resource acquisition.

<http://www.cdhs.state.co.us/dmh/>

Colorado Department of Labor and Employment (CDLE) – A state entity responsible for providing administration, regulation, and enforcement of Colorado labor laws.

<http://www.coworkforce.com/>

Colorado Department of Local Affairs (DOLA) – A state entity providing services and grants to local governments throughout Colorado.

<http://www.dola.state.co.us/>

Colorado Department of Public Health and Environment (CDPHE) – A state agency committed to protecting and preserving the health and environment of the people of Colorado.

<http://www.cdphe.state.co.us>

Specific items of interest from CDPHE:

Be Ready Be Healthy Be Informed blog – Conversations related to public health emergency preparedness and response, hosted by the Colorado Department of Public Health and Environment.

<http://breedybhealthybinformed.blogspot.com/>

E-Updates – Free, automated e-mail subscription service for the general public. This service automatically monitors the Web site of the Office of Emergency Preparedness and Response for content updates and notifies subscribers when updates are made to the Web site based on their specified topic choices. The distribution of emergency alerts on cell phones, pagers and other text-enabled devices also can be used for emergency communications or for delivering other time-sensitive news to subscribers.

<http://breedybhealthybinformed.blogspot.com/>

Colorado Department of Transportation (CDOT) – A state entity that supervises road construction, maintenance, and weather-related closures, and promotes recreation, tourism, and transportation.

<http://www.dot.state.co.us/>

Colorado Emergency Preparedness Partnership (CEPP) – A public-private enterprise representing a broad coalition to implement a voluntary, all-hazards partnership between business and government. The mission of the partnership is to strengthen the region's collective capacity to prevent, respond to, and recover from natural and human-caused disasters through effective public-private collaboration.

<http://www.thecepp.org>

Specific items of interest from CEPP:

CEPP Alert – Free service to provide timely information from public safety officials about events that impact Denver via text or e-mail messages to subscribers.

<http://www.thecepp.org>

Business Emergency Operations Center (BEOC) – Virtual, subscription based application service which will allow the private sector to have a centralized portal to respond to and communicate during critical events. Release date TBD.

<http://www.thecepp.org>

Colorado Information Analysis Center (CIAC) – A multi agency fusion center created to help prevent terrorism incidents in Colorado.

<https://www.ciac.co.gov/index.cfm>

Colorado Safety Association (CSA) – A not-for-profit, non-governmental educational organization specializing in occupational safety and health issues and serves as the Colorado Chapter of the National Safety Council.

<http://www.coloradosafety.org/>

Contingency Planning and Management (CPM) – Magazine and article archives on business continuity planning topics. Free registration required for access, includes free subscription to their magazine.

<http://www.contingencyplanning.com/>

Continuity Central – Online resource for business continuity news, jobs and information.

<http://www.continuitycentral.com/index.htm>

Continuity Insights – Business continuity industry magazine. Free registration, includes free subscription to their magazine.

<http://continuityinsights.com/>

Democratic National Convention Committee (DNCC) – Official site for information and news by the convention planning organization.

<http://www.demconvention.com>

Specific items of interest from DNCC:

Convention program schedule information.

<http://www.demconvention.com/dncc-previews-official-convention-week-activities-public-events-at-back-to-back-denver-community-forums/>

Denver City and County Government – Internet gateway to all departments and government functions for the City and County of Denver.

<http://www.denvergov.org/>

Specific items of interest from Denver government:

Community Emergency Response Training (CERT) – Free comprehensive training through classroom and hands-on learning in disaster preparedness and response including disaster medical assistance, light search and rescue, fire safety, terrorism and disaster psychology.

<http://www.denvergov.org/CitizenEmergencyResponseTraining/tabid/426128/Default.aspx>

Denver 2008 Convention – Website dedicated to information about the DNC.

<http://www.denverconvention2008.com/>

Designated Parade Route information:

http://www.denverconvention2008.com/Files/Parade_Route_Press_Release.pdf

Designated Parade Route map:

http://www.denverconvention2008.com/Files/Designated_Parade_Route_Map.pdf

Downtown Mobility and Access information:

http://www.denverconvention2008.com/Files/Access_and_Mobility_Announcement.pdf

Emergency Services – Connections to city police, fire and paramedic groups, as well as other informational resources on emergency response.

<http://www.denvergov.org/TabId/37910/TopicId/1482/default.aspx>

Office of Emergency Management – Organization responsible for emergency preparedness and response in Denver.

<http://www.denvergov.org/Default.aspx?alias=www.denvergov.org/OEM>

Terrorism Protective Measures Resource Guide: Commercial Office Buildings – Overview of terrorist threats and possible protective measures.

<http://www.denvergov.org/Portals/294/documents/Resource%20Guide%20Commercial%20Office%20Buildings.pdf>

Denver Metro Building Owners and Managers Association (BOMA) – A professional membership organization whose mission is to advance the commercial real estate industry through advocacy, knowledge exchange, and professional development.

<http://www.bomadener.org/>

Denver Public-Private Partnership (DP3) – A non-profit association of public and private security officials dedicated to improving communication and integration between the public and private sectors before, during, and after disruptions.

<http://www.denvergov.org/Default.aspx?alias=www.denvergov.org/DP3>

Denver Regional Council of Governments (DRCOG) – A non-profit association of 52 local governments, dedicated to making the nine-county Denver region a great place to live, work and play; offers information and other resources on a variety of topics.

<http://www.drcog.com/>

Specific items of interest from DRCOG:

RideArrangers – DRCOG program to promote and provide transportation options, including carpool matching, vanpools, telework programs, schoolpools, guaranteed ride home and bike to work.

<http://www.drcog.com/index.cfm?page=RideArrangers>

Disaster Recovery Institute International (DRII) – A non-profit organization established to develop a base of knowledge in contingency planning and the management of risk. Administers educational and certification programs for those engaged in the practice of business continuity planning and management.

<http://www.drii.org>

Disaster Recovery Journal – A business continuity industry magazine. Free registration, includes free subscription to their magazine and access to sample plans, outlines and other plan writing resources.

<http://www.drj.com/>

Downtown Denver Partnership (DDP) – A non-profit business organization that creatively plans, manages and develops Downtown Denver as the unique, diverse, vibrant and economically healthy urban core of the Rocky Mountain region.

www.DowntownDenver.com

Federal Emergency Management Agency (FEMA) – A federal entity providing emergency management services and information in nearly 30 categories, including businesses; directory of contacts, disaster reports, education and links.

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

Specific items of interest at FEMA:

IS-15A: Special Events Contingency Planning for Public Safety Agencies – Online, independent study course and job aid manual to help you understand planning and preparedness issues for large-scale special events.

<http://training.fema.gov/EMIWeb/IS/IS15a.asp>

IS-139: Exercise Design – Online, independent study course to help you design and conduct a disaster recovery exercise.

<http://training.fema.gov/EMIWeb/IS/is139.asp>

FEMA National Situation Update – Information collected from a variety of resources for use in emergency planning and response.

<http://www.fema.gov/emergency/reports/index.shtm>

Institute for Business and Home Safety (IBHS) – A non-profit association whose mission is to reduce the social and economic effects of natural disasters and other property losses by conducting research and advocating improved construction, maintenance and preparation practices.

<http://www.disastersafety.org/>

Specific items of interest from IBHS:

Open for Business – Disaster planning toolkit for small to medium sized businesses.

http://www.disastersafety.org/business_protection/

Mountain States Employers Council – A non-profit membership organization providing resources for members in the areas of human resource management, employment law, surveys and training.

<http://www.msec.org/>

National Institute for Occupational Safety and Health (NIOSH) – A federal agency responsible for conducting research and making recommendations for the prevention of work-related injury and illness.

<http://www.cdc.gov/niosh/homepage.html>

Specific items of interest from NIOSH:

Emergency Preparedness for Business – a collection of planning guides to help businesses prepared for emergencies.

<http://www.cdc.gov/niosh/topics/prepared/>

Ready.gov – A national public service advertising campaign designed to educate and empower Americans to prepare for and respond to emergencies including natural disasters and potential terrorist attacks.

<http://www.ready.gov>

ReadyColorado – A public awareness campaign supported by public and private partners concerned with homeland security and all-hazards preparedness.

<http://www.readycolorado.com/>

Regional Transportation District (RTD) – Provides public transportation services throughout Denver and the front range metropolitan area.

<http://www.rtd-denver.com/>

U.S. Department of Labor (DOL) – A federal agency responsible for ensuring workplace safety.

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

Specific items of interest from USDOL:

Occupational Safety & Health Administration (OSHA) – Promotes the safety and health of America's working men and women by setting and enforcing standards; providing training, outreach and education; establishing partnerships; and encouraging continual process improvement in workplace safety and health.

<http://www.osha.gov>

Employment Standards Administration (ESA) – An enforcement and benefit delivery agency whose mission is to enhance the welfare and protect the rights of American workers. Includes supervision of the Family and Medical Leave Act: <http://www.dol.gov/esa/whd/fmla/index.htm>

Office of Workers Compensation Programs (OWCP) – Administers disability compensation programs that provide benefits for certain workers or dependents who experience work-related injury or illness.

<http://www.dol.gov/esa/owcp/index.htm>

DOCUMENT CHANGE NOTES

Date	Summary of Change
07/16/2008	Added information and links to transportation plan press release; added table for document change notes
07/08/2008	Base document