

PLANNING & COMMUNICATION

- ✓ **Have a Plan:** *Develop a flexible plan for dealing with unrest. Consider Business Continuity, Risk/Impact Analysis, Strategy/Planning, and Resource/People Management*
- ✓ **Deploy Plan:** *Meetings with operations leaders, exercises/training, Public/Private Partnerships, and Preparedness Campaigns*
- ✓ **Cultivate/Leverage Relationships:** *Other retailers, law enforcement, local businesses, community leaders, others*
- ✓ **Have a Communications Plan:** *Who will on-the-ground personnel contact in case of unrest? Who will keep leadership informed? How will you communicate with employees, customers, and media? Are employees clear as to whether he/she is authorized to speak to the media?*
- ✓ **Monitor Social Media:** *Monitor social media in both the location of the unrest but also other markets in which you could have similar unrest.*
- ✓ **Maps:** *Do you have good maps that you can use to show those who need to know what is going on and where it is happening?*

LEADERSHIP & RESOURCES

- ✓ **Start Conversations with Resource Providers:** *Will you need additional guards? What are your vendors' capabilities? For example, if public transportation is shut down, will your vendor's workforce be able to get to the site? Is your typical guard force off-duty sworn officers; likely not available in crisis.*
- ✓ **Leadership Visibility:** *Are you leaders visible to front-line employees to give comfort and confidence?*
- ✓ **Staffing Decisions:** *Do you need to make any staffing changes based on front-line leaders ability to work long hours and under tremendous pressure? If the unrest persists, how will you deal with exhaustion? Are your employees able to safely get to/from work? Should you consider shuttles? Do you have drivers who have proper licensure for driving shuttles or commercial vehicles?*
- ✓ **Recognition:** *Should you engage in special recognition efforts for employee efforts that occurred during this time of crisis?*

OPERATIONS

- ✓ **Thresholds for Closing or Remaining Open:** *Under what circumstances would you close? Close early? Open Late?*
- ✓ **Central Decision Making Group/Coordination Center:** *Include corporate and on-the-ground leaders.*
- ✓ **Deliveries:** *Is it safe for vendors to make deliveries?*
- ✓ **To Board or Not:** *Will you board up windows and doors? Where will you store materials? Who will board up? Will they be available and able to get to the site? Do you have other measures in place already like steel garage roll-doors?*
- ✓ **Special Items:** *Cash, liquor, tobacco, pharmaceuticals? Do you have way to increase security for these items? Move off-site?*
- ✓ **Facilities:** *Is facilities prepared in case you need emergency repairs?*