

911EDA, Inc.

Business Continuity Plan

Reviewed and updated December 1, 2021

Emergency Notification Contacts

Name	Address	Home	Mobile/Cell Phone
Ryan O'Connor	817 Legacy Drive San Marcos, CA 92019	(760) 646-0745	(760) 646-0745
Tony Pereira	135 Chase Ave. Lowell, MA 01355	(978) 319-0959	(978) 319-0959
Meghann Hayes	2309 Tamarack Ave., Carlsbad, CA 92008	(760) 434-7786	(760) 822-7986

Revisions Control Page

Date	Summary of Changes Made	Changes Made By (Name)
December 14, 2015	Original published	Ryan O'Connor
June 3, 2016	Update Tony Pereira information	Ryan O'Connor
December 2, 2016	Reviewed and confirmed information	Ryan O'Connor
April 1, 2017	Update Ryan O'Connor information	Ryan O'Connor
June 7, 2019	Reviewed and confirmed information	Ryan O'Connor
December 1, 2021	Reviewed and confirmed information	Ryan O'Connor

Purpose

The purpose of this business continuity plan is to prepare 911EDA, Inc. in the event of extended service outages caused by factors beyond our control (e.g., natural disasters, man-made events), and to restore services to the widest extent possible in a minimum time frame. All 911EDA sites are expected to implement preventive measures whenever possible to minimize network failure and to recover as rapidly as possible when a failure occurs.

The plan identifies vulnerabilities and recommends necessary measures to prevent extended service outages. It is a plan that encompasses all 911EDA system sites and operations facilities.

1.1 Scope

The scope of this plan is limited to preparations for service outages caused by events beyond our control. This is a business continuity plan, not a daily problem resolution procedures document.

1.2 Plan Objectives

- Serves as a guide for the 911EDA recovery teams.
- References and points to the location of any data that resides outside this document.
- Provides procedures and resources needed to assist in recovery.
- Identifies vendors and customers that must be notified in the event of a disaster.
- Assists in avoiding confusion experienced during a crisis by documenting, testing and reviewing recovery procedures.
- Identifies alternate sources for supplies, resources and locations.
- Documents storage, safeguarding and retrieval procedures for vital records.

1.3 Assumptions

- Key people (Team Leaders or Alternates) will be available following a disaster.
- A national disaster such as nuclear war is beyond the scope of this plan.
- This document and all vital records are stored in a secure off-site location and not only survived the disaster but are accessible immediately following the disaster.
- Each support organization will have its own plan consisting of unique recovery procedures, critical resource information and procedures.

1.4 Disaster definition

Any loss of utility service (power, water), connectivity (system sites), or catastrophic event (weather, natural disaster, vandalism) that causes an interruption in the service provided by 911EDA operations. The plan identifies vulnerabilities and recommends measures to prevent extended service outages.

1.5 Recovery teams

- Emergency Management Team (EMT)
- Location Response Coordinator (LRC)
- Local Restoration Team (LRT)
- Incident Response Team (IRT)
- Technical Services Engineering (TSE)

See Appendix A for details on the roles and responsibilities of each team.

1.6 Team member responsibilities

- Each team member will designate an alternate backup.
- All the members should keep an updated calling list of their work team members' work, home, cell phone numbers both at home and at work.
 - All team members should keep this binder for reference at home in case the disaster happens during after normal work hours. All team members should familiarize themselves with the contents of this plan.

1.7 Instructions for using the plan

1.7.1 Invoking the plan

This plan becomes effective when a disaster occurs. Normal problem management procedures will initiate the plan, and remain in effect until operations are resumed at the original location, or a replacement location and control is returned to the appropriate functional management.

1.7.2 Disaster declaration

The Emergency Management Team and Location Response Coordinator are responsible for declaring a disaster for Technical Services and activating the various recovery teams as outlined in this plan.

In a major disaster situation affecting multiple business units, the decision to declare a disaster will be determined by 911EDA Corporate. The Emergency Management Team/Location Response Coordinator will respond based on the directives specified by Corporate.

1.7.3 Notification

Regardless of the disaster circumstances, or the identity of the person(s) first made aware of the disaster, the Emergency Management Team (EMT) must be activated immediately in the following cases:

- Two (2) or more systems and/or sites are down concurrently for five (5) or more hours
- Five (5) or more systems and/or sites are down concurrently for five (5) or more hours

- Any problem at any system or network facility that would cause either of the above conditions to be present or there is certain indication that either of the conditions are about to occur

1.7.4 Emergency management standards

Data backup policy

Full and incremental backups preserve corporate information assets and should be performed on a regular basis for audit logs and files that are irreplaceable, have a high replacement cost, or are considered critical. Backup media should be stored in a secure, geographically separate location from the original and isolated from environmental hazards.

Department specific data and document retention policies specify what records must be retained and for how long. All organizations are accountable for carrying out the provisions of the instruction for records in their organization.

Technical Services follows these standards for its data backup and archiving:

Data retention policy

Backup media is stored at locations that are secure, isolated from environmental hazards, and geographically separate from the location housing the system.

Billing backup media

- Backup media greater than three years old are destroyed every six months.
- Backup media less than three years old must be stored locally offsite.
- The system supervisor is responsible for the transition cycle of tapes.

System image tapes

- A copy of the most current image files must be made at least once per week.
- This backup must be stored offsite.
- The system supervisor is responsible for this activity.

Offsite storage procedures

- Backup media is to be stored offsite, separate from all 911EDA systems, within a fire proof and secure safe.

1.7.5 Emergency management procedures

The following procedures are to be followed by system operations personnel and other designated 911EDA personnel in the event of an emergency. Where uncertainty exists, the more reactive action should be followed to provide maximum protection and personnel safety.

Note: Anyone not recognized by the Technical Services staff as normally having business in the area must be challenged by the staff who should then notify security personnel.

These procedures are furnished to 911EDA management personnel to take home for reference. Several pages have been included to supply emergency contacts.

In the event of any situation where access to a building housing a system is denied, personnel should report to alternate locations. Primary and secondary locations are listed below.

Alternate locations

Workplace: Ryan O'Connor's house

- Attempt to contact your immediate supervisor or management via telephone. Home and cell phone numbers are included in this document

Workplace: Tony Pereira's house

- Attempt to contact your immediate supervisor or management via telephone. Home and cell phone numbers are included in this document

1.7.6 In the event of a natural disaster

In the event of a major catastrophe affecting a 911EDA facility, immediately notify Ryan O'Connor, President.

Procedure

STEP	ACTION
1	Notify Regional Technical Manager of pending event, if time permits.
2	<p>If impending natural disaster can be tracked, begin preparation of site within 72 hours as follows:</p> <ul style="list-style-type: none"> • Deploy portable generators with fuel within 100 miles. • Facilities department on standby for replacement shelters • Basic necessities are acquired by support personnel when deployed: <ul style="list-style-type: none"> • Cash for 1 week • Food and water for 1 week • Gasoline and other fuels • Supplies, including chainsaws, batteries, rope, flashlights, medical supplies, etc.
3	<p>24 hours prior to event:</p> <ul style="list-style-type: none"> • Create an image of the system and files • Back up critical system elements • Verify backup generator fuel status and operation • Create backups of e-mail, file servers, etc. • Notify senior management

1.7.7 In the event of a fire

In the event of a fire or smoke in any of the facilities, the guidelines and procedures in this section are to be followed.

If fire or smoke is present in the facility, **evaluate the situation and** determine the severity, categorize the fire as *Major* or *Minor* and take the appropriate action as defined in this section. Call 911 as soon as possible if the situation warrants it.

- Personnel are to attempt to extinguish **minor fires** (e.g., single hardware component or paper fires) using hand-held fire extinguishers located throughout the facility. Any **other fire or smoke situation** will be handled by qualified building personnel until the local fire department arrives.
- In the event of a major fire, call 911 and immediately evacuate the area.

- In the event of any emergency situation, system site security and personal safety are the major concern. If possible, the operations supervisor should remain present at the facility until the fire department has arrived.
- In the event of a major catastrophe affecting the facility, immediately notify the **Regional Technical Manager**.

Procedure

STEP	ACTION
1	Dial 9-1-1 to contact the fire department
2	Immediately notify all other personnel in the facility of the situation and evacuate the area.
3	Alert emergency personnel on: Ryan O'Connor (760) 646-0745 Tony Pereira (978) 319-0959 Provide them with your name, extension where you can be reached, building and room number, and the nature of the emergency. Follow all instructions given.
4	Alert the Regional Technical Manager. He/she will notify the Emergency Management Team Coordinator. <i>Note:</i> During non-staffed hours, security personnel will notify the Regional Technical Manager responsible for the location directly.
5	Notify Building Security (Suite 100) Local security personnel will establish security at the location and not allow access to the site unless notified by the Regional Technical Manager or his designated representative
6	Contact appropriate vendor personnel to aid in the decision regarding the protection of equipment if time and circumstance permit
7	All personnel evacuating the facilities will meet at their assigned outside location (assembly point) and follow instructions given by the designed authority. Under no circumstances may any personnel leave without the consent of supervision.

1.7.8 In the event of a network services provider outage

In the event of a network service provider outage to any facility, the guidelines and procedures in this section are to be followed.

Procedure	STEP	ACTION
	1	Notify Regional Technical Manager of outage. Determine cause of outage and timeframe for its recovery.
	2	If outage will be greater than 1 hour, route all calls via microwave or other service to alternate location.

1.7.9 In the event of a flood or water damage

In the event of a flood or broken water pipe within any computing facilities, the guidelines and procedures in this section are to be followed.

Procedure	STEP	ACTION
	1	Assess the situation and determine if outside assistance is needed; if this is the case, dial 911 immediately.
	2	Immediately notify all other personnel in the facility of the situation and to be prepared to cease operations accordingly.
	3	If water is originating from above the equipment, power down the individual devices and cover with protective shrouds located in the facility.
	4	Water detected below the raised floor may have different causes: <ul style="list-style-type: none">— If water is slowly dripping from an air conditioning unit and not endangering equipment, contact repair personnel immediately.— If water is of a major quantity and flooding beneath the floor (water main break), immediately implement power-down procedures. While power-down procedures are in progress, evacuate the area and follow supervisor's instructions.

1.8 Plan review and maintenance

This plan is intended to be a living document and as such must be reviewed on a regular basis. The plan will be reviewed semi-annually and exercised on an annual basis. The test may be in the form of a walk-through, mock disaster or component testing. Additionally, with the dynamic environment present within 911EDA, it is important to review the listing of personnel and phone numbers contained within the plan regularly.

The plan will be stored in a common location where it can be viewed by system site personnel and the Emergency Management Team. Each recovery team will have its own directory with change management limited to the recovery plan coordinator.

The Recovery Plan Coordinator will be responsible for the plan. A recovery plan coordinator will be assigned for each company location. Their specific responsibilities are as follows:

Frequency of plan update: Quarterly or when there is a change in personnel

- Provide hard copy of plan to all team members. Team members must store copy at home, in a personal car, or electronically via a hand-held device or laptop computer.
- Regularly review and update information in the disaster recovery plan (e.g., contact lists, equipment inventories). Communicate with the Emergency Management Coordinator to get up-to-date information periodically.
- Hold initial team meeting to get team members acquainted with the plan and hold annual/semi-annual meetings to review the plan on an ongoing basis
- Maintain an accurate record of the locations of alternate sites, equipment suppliers, data storage locations, portable power generators and implementation plans.

1.9 Notification of incident affecting the site

On-duty personnel responsibilities

If in-hours:

Upon observation or notification of a potentially serious situation during working hours at a system/facility, ensure that personnel on site have enacted standard emergency and evacuation procedures if appropriate and notify the Location Response Coordinator.

If out of hours:

Technical Services personnel should contact the Location Response Coordinator.

1.10 Provide status to EMT

1. The Location Response Coordinator (LRC) will contact the Emergency Management Team (EMT) and provide the following information when **any** of the following conditions exist: (**See Appendix A for contact list**)

- Any facilities are down concurrently for five or more hours.
- Any problem at any system or location that would cause the above condition to be present or there is certain indication that the above condition is about to occur.

The LRC will provide the following information:

- ◇ Location of disaster
- ◇ Type of disaster (e.g., fire, hurricane, flood)
- ◇ Summarize the damage (e.g., minimal, heavy, total destruction)
- ◇ Emergency Command Center location and phone contact number; a meeting location that is close to the situation, but away from the disaster scene
- ◇ An estimated timeframe of when a damage assessment group can enter the facility (if possible)

The EMT will contact the respective market team leader and report that a disaster has taken place.

1.11 Decide course of action

Based on the information obtained, the EMT decides (with the LRC) how to respond to the event: mobilize IRT, repair/rebuild existing site (s) with location staff, or relocate to a new facility.

1.12 Inform team members of decision

If a disaster is not declared, the location response team will continue to address and manage the situation through its resolution and provide periodic status updates to the EMT.

If a disaster is declared, the Location Response Coordinator will notify the Incident Response Team members immediately for deployment.

Declare a disaster if the situation is not likely to be resolved within predefined time frames. The person who is authorized to declare a disaster must also have at least one (1) backup who is also authorized to declare a disaster in the event the primary person is unavailable.

1.13 EMT notifies account teams/customers

Using the call list in (**Appendix C**), EMT members contact team members to inform them of the situation. If known, advise as to when operations will be restored or what actions will be taken to restore operations.

2. Disaster declared: mobilize incident response team/Report to command center

Once a disaster is declared, the Incident Response Team (IRT) is mobilized. This recovery team will initiate and coordinate the appropriate recovery actions. IRT members assemble at the Command Center as quickly as possible. See Appendix E for Regional Command Center Locations.

The LRT remains at the affected site to perform a preliminary damage assessment (if permitted) and gather information until the IRT arrives.

2.1 Conduct detailed damage assessment (This may also be performed prior to declaring a disaster)

1. Under the direction of local authorities and/or LRC/IRT assess the damage to the affected location and/or assets. Include vendors/providers of installed equipment to ensure that their expert opinion regarding the condition of the equipment is determined ASAP.
 - A. Participate in a briefing on assessment requirements, reviewing:
 - (1) Assessment procedures
 - (2) Gather requirements
 - (3) Safety and security issues

NOTE: Access to the facility following a fire or potential chemical contamination will likely be denied for 24 hours or longer.

- B. Document assessment results using Assessment and Evaluation Forms contained in Appendix E

Building access permitting:

- Conduct an on-site inspection of affected areas to assess damage to essential hardcopy records (files, manuals, contracts, documentation, etc.) and electronic data
- Obtain information regarding damage to the facility (s) (e.g., environmental conditions, physical structure integrity, furniture, and fixtures) from the LRC/LRT.

2. Develop a Restoration Priority List, identifying facilities, vital records and equipment needed for resumption activities that could be operationally restored and retrieved quickly
3. Develop a Salvage Priority List identifying sites and records which could eventually be salvaged
4. Recommendations for required resources
5. Contact the EMT and decide whether the situation requires the initiation of business recovery plans (long-term disaster months) or if work can return to the primary location (short-term week or so).

2.2 Contact EMT/decide whether to continue to business recovery phase

The LRC gathers information from the IRT and other sources; contacts the EMT and provides the EMT with detailed damage assessment information.

Based on the information obtained from the LRC, the EMT decides whether to continue to the business recovery phase of this plan. If the situation **does not** warrant this action, continue to address the situation at the affected site (s). Provide periodic status updates to the EMT Leader.

The business recovery phase of this plan will be implemented when resources are required to support full restoration of system and/or facility functionality at an alternate recovery site (e.g., another company office, vendor hot site, cold site) that would be used for an extended period of time.

NOTE: During the Initial Response Phase, service may be shifted to alternate sites to allow operations to begin functioning and provide service to its customers. Initially reduced service may be provided until sites can be fully restored. Within XX hours/xx days the system and facilities should be functional at 100%.

3. Business recovery phase (full recovery)

This section documents the steps necessary to activate business recovery plans to support full restoration of systems or facility functionality at an alternate/recovery site that would be used for an extended period of time. Coordinate resources to reconstruct business operations at the temporary/permanent system location, and to deactivate recovery teams upon return to normal business operations.

3.1 Notify technical engineering staff/coordinate relocation to new facility/location

See Appendix A for Technical Engineering staff contacts associated with a new location being set up as a permanent location (replacement for site).

3.2 Secure funding for relocation

Make arrangements in advance with suitable backup location resources. Make arrangements in advance with local banks, credit card companies, hotels, office suppliers, food suppliers and others for emergency support. Depending on the incident, its severity and alternate location option selected, contact the appropriate alternate site organization, the local bank office and other relevant firms.

3.3 Notify EMT and corporate business units of recovery Startup

Using the call list in Appendix A, notify the appropriate company personnel. Inform them of any changes to processes or procedures, contact information, hours of operation, etc. (may be used for media information)

3.4 Operations recovered

Assuming all relevant operations have been recovered to an alternate site, and employees are in place to support operations, the company can declare that it is functioning in a normal manner at the recovery location.

4. Appendixes

4.1 Appendix A: 911EDA recovery teams

4.1.1 Emergency management team (EMT)

Note: See Appendix A for contact list. Suggested members to include: Senior management, Human Resources, Corporate Public Relations, Legal, Information Systems, Risk Management and Operations

Charter:

Responsible for overall coordination of the disaster recovery effort, evaluation and determining disaster declaration, and communications with senior management

Support activities:

The Emergency Management Team:

- Evaluate which recovery actions should be invoked and activate the corresponding recovery teams.
- Evaluate and assess damage assessment findings
- Set restoration priority based on the damage assessment reports
- Provide senior management with ongoing status information
- Acts as a communication channel to corporate teams and major customers
- Work with vendors and IRT to develop a rebuild/repair schedule

4.1.2 Location Response Coordinator (LRC)

Note: See Appendix A for contact list. Recommend that the Regional Technical Managers assume this role.

Charter:

Responsible for overall coordination of the disaster recovery effort for their region, establishment of the command center, and communications with Emergency Management Team

Support activities:

- Notify the Incident Recovery Team
- Gather damage assessment information and report it to EMT
- Determine recovery needs.
- Establish command center and related operations. The command center is a prearranged meeting facility where EMT/LRT/IRT members meet to coordinate damage assessment and business recovery tasks for the affected operations.
- Notify all Team Leaders and advise them to activate their plan (s) if applicable, based upon the disaster situation
- If no disaster is declared, then take appropriate action to return to normal operation using regular staff.
- Determine if vendors or other teams are needed to assist with detailed damage assessment.
- Prepare post-disaster debriefing report
- Coordinate the development of site specific recovery plans and ensure they are updated semi-annually.

4.1.3 Location Response Team (LRT)

Note: See Appendix A for contact list. Recommend that technicians and other suitably trained staff located at the affected location assume this role.

Charter:

The Location Response Team (LRT) is responsible for the initial alerting/notification of the problem to the LRC during normal business hours. During off hours, the LRT will be notified

along with the LRC. In the event of a disaster declaration, this team will become a part of the Incident Response Team.

Support activities:

- Provide the following information to the LRC in the event of an outage:
 - a. Type of event
 - b. Location of occurrence
 - c. Time of occurrence

- Coordinate resumption of voice and data communications:
 - a. Work with management to re-route voice and data lines, especially when alternate site (s) or alternate work locations are predefined
 - b. Recover voice mail and electronic mail systems when requested by EMT.
 - c. Verify voice mail and electronic mail are operational at the alternate site.
 - d. Review the 911EDA Minimum Acceptable Operational Requirements checklist to determine if sufficient resources are in place to support operations

- Coordinate resumption of information system operations:
 - a. Work with management to recover critical systems, applications and infrastructure at recovery site (s) or alternate work locations
 - b. Recover critical data files and related information when requested by EMT
 - c. Ensure that network and perimeter security is re-established at alternate location
 - c. Verify normal, secure operation of systems and servers at alternate site
 - d. Review the 911EDA Minimum Acceptable Operational Requirements checklist to determine if sufficient resources are in place to support operations

4.1.4 Incident Response Team (IRT)

Note: See Appendix A for contact list. Recommend that Facility Supervisors and other suitably trained staff assume this role. Also included in this team should be members of IT's System Deployment group.

Charter:

The Incident Response Team (IRT) is formed to deploy to the disaster location when a disaster is declared.

Support Activities

- Provide recovery support to the affected location and operations
- Coordinate resumption of voice and data communications:
 - a. Work with management to re-route voice and data lines, especially when alternate site (s) or alternate work locations are predefined
 - b. Recover voice mail and electronic mail systems when requested by EMT.
 - c. Verify voice mail and electronic mail are operational at the alternate site.
 - d. Review the 911EDA Minimum Acceptable Operational Requirements checklist to determine if sufficient resources are in place to support operations

- Coordinate resumption of information system operations:
 - a. Work with management to recover critical systems, applications and infrastructure at recovery site (s) or alternate work locations
 - b. Recover critical data files and related information when requested by EMT
 - c. Ensure that network and perimeter security is re-established at alternate location
 - d. Verify normal, secure operation of systems and servers at alternate site
 - e. Review the 911EDA Minimum Acceptable Operational Requirements checklist to determine if sufficient resources are in place to support operations

4.1.5 IT Technical Support (TS)

Charter

IT Technical Support will facilitate technology restoration activities.

Support activities:

- Upon notification of disaster declaration, review and provide support as follows:
 1. Facilitate technology recovery and restoration activities, providing guidance on replacement equipment and systems, as required.
 2. Coordinate removal of salvageable equipment at disaster site that may be used for alternate site operations.

4.2 Appendix A: Recovery team contact lists

4.2.1 Emergency Management Team (EMT)

Name	Address	Mobile/Cell Phone
Ryan O'Connor	817 Legacy Drive San Marcos, CA 92069	(760) 646-0745
Tony Pereira	135 Chase Ave. Lowell, MA 01355	(978) 319-0959

Location Response Coordinators (LRC)

Name	Address	Mobile/Cell Phone
Ryan O'Connor	817 Legacy Drive San Marcos, CA 92069	(760) 646-0745
Tony Pereira	135 Chase Ave. Lowell, MA 01355	(978) 319-0959

4.2.2 Location Response Team Members (LRT) - <Oceanside>

Name	Address	Home
Ryan O'Connor	817 Legacy Drive San Marcos, CA 92069	(760) 305-8904
Tony Pereira	135 Chase Ave. Lowell, MA 01355	(978) 319-0959

4.2.3 Incident Response Team (IRT)

Name	Address	Home
Ryan O'Connor	817 Legacy Drive San Marcos, CA 92069	(760) 305-8904

4.2.4 Technical Services (TS)

Name	Address	Home
Tony Pereira	135 Chase Ave. Lowell, MA 01355	(978) 319-0959
Meghann Hayes	2309 Tamarack Ave., Carlsbad, CA 92008	(760) 434-7786

4.3 Appendix B: Emergency numbers

4.3.1 First Responders, Public Utility Companies, Others

Utility Name	Contact Name	Phone
San Diego Gas & Electric	Emergency Services	(800) 227-2600
Carlsbad Water Utilities	Emergency Services	(760) 435-5800
Carlsbad Fire Department	Emergency Services	(760) 435-4101

4.4 Appendix C: Contact list

Name	Address	Home
Ryan O'Connor	817 Legacy Drive San Marcos, CA 92069	(760) 646-0745
Tony Pereira	135 Chase Ave. Lowell, MA 01355	(978) 319-0959
Meghann Hayes	2309 Tamarack Ave., Carlsbad, CA 92008	(760) 434-7786

4.5 Appendix D: Emergency Command Center (ECC) Locations

4.5.1 Emergency Command Center - <San Marcos>

Primary: 817 Legacy Drive
San Marcos, CA 92069

4.6 Appendix E: Forms

4.6.1 Incident/Disaster form

Upon notification of a incident/disaster situation the On-Duty Personnel will make the initial entries into this form. It will then be forwarded to the ECC, where it will be continually updated. This document will be the running log until the incident/disaster has ended and “normal business” has resumed.

TIME AND DATE

TYPE OF EVENT

LOCATION

BUILDING ACCESS ISSUES

4.6.2 Critical equipment status form

CRITICAL EQUIPMENT STATUS ASSESSMENT AND EVALUATION FORM

Recovery Team: _____

<u>Equipment</u>	[-----STATUS-----]		<u>Comments</u>
	<u>Condition</u>	<u>Salvage</u>	
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. _____	_____	_____	_____
6. _____	_____	_____	_____
7. _____	_____	_____	_____
8. _____	_____	_____	_____
9. _____	_____	_____	_____
10. _____	_____	_____	_____
11. _____	_____	_____	_____
12. _____	_____	_____	_____
13. _____	_____	_____	_____
14. _____	_____	_____	_____
15. _____	_____	_____	_____

Legend

Condition: OK - Undamaged
 DBU - Damaged, but usable
 DS - Damaged, requires salvage before use
 D - Destroyed, requires reconstruction