

## C03.1 Develop Emergency Preparedness Plan

### Policy and/or Operations Schedule

WELL Building Standard™ version 2 (WELL v2™), Q4 2022 addenda



#### HOW TO USE THIS DOCUMENT:

This document is intended to serve as a guide on how to create a project **policy and/or operations schedule** to **enable organizations, families and individuals to prepare and respond to diverse emergency situations**.

This document is meant to demonstrate an acceptable degree of detail for:

- precertification documentation submission
- documentation submission

#### For precertification documentation submission:

To achieve WELL Precertification, project teams may submit intent-stage or implementation-stage documents for pursued features, or any combination of the two. An intent-stage document is typically a draft document that has not yet been implemented in the actual project, while implementation-stage documents describe final and implemented strategies. Intent and implementation-stage documents should be similar in terms of level of detail. For final WELL Certification documentation approval, all documents are required to be implementation -stage. To learn more about intent-stage vs. implementation-stage documentation, review the [precertification guide](#) in our knowledge base.

Intent-stage language is indicated in this sample document with **green text and in parentheses**. For an intent-stage policy and/or operations schedule, the document should consist of a draft version of the policy that the team intends to implement. This document cannot simply state that the feature requirements will be implemented; the documentation should include adequate detail such that a WELL Reviewer will be able to confirm the document complies with all of the WELL feature part requirements.

#### For documentation submission:

The Feature cannot be demonstrated solely through a confirmation that the requirements have been or will be implemented. The level of detail is up to the discretion of the project team, but the documents must include specific details demonstrating that the actual policies/protocols have been enacted within the project boundary.

This document and similar tools are intended to assist projects in their pursuit of WELL v2 but use of this document and/or similar tools are in no way a guarantee of achievement of any rating, certification or other designation, and no representation or warranty is made regarding the likelihood of achieving any rating, certification or other designation, and IWBI shall have no liability resulting from the use or content of this document or similar tools or resources or from any action taken or inaction occurring in reliance on this document or similar tools or resources.

**Note:** The below document is based on the Q4 2022 addenda of the WELL Building Standard™ version 2 (WELL v2™). Project teams are required to implement the feature requirements from the addenda version assigned to their project or any more recent addenda version.

## FEATURE PART REQUIREMENTS:

### **For All Spaces**

The following requirements are met:

- a. A risk assessment is undertaken to address at minimum the following:
  1. Identify project assets (e.g., employees, facilities).
  2. Establish a process for occupants or groups who may be more vulnerable (e.g., older adults, people with disabilities, pregnant women, children) to confidentially identify specific needs they may have during an emergency.
  3. Evaluate potential impacts of relevant hazards and identify high-risk hazards.
  4. Determine emergency management planning priorities.
- b. An emergency management plan is in place outlining response in the case of emergency situations within the building or surrounding community, addressing at minimum the following hazards:
  1. Natural (e.g., flood, tsunami, wildfire, earthquake, heatwave).
  2. Fire.
  3. Health (e.g., acute medical emergency, infectious disease pandemic).
  4. Technological (e.g., power loss, chemical spill, explosion).
  5. Human-caused (e.g., civil unrest, active shooter, terrorism).
- c. The emergency management plan meets the following requirements:
  1. Incorporates annual (at minimum) inventory and maintenance of building emergency response resources (e.g., first aid kits, automated external defibrillators (AEDs), emergency notification system, personal protective equipment) and operations capabilities (e.g., backup power, remote management systems).
  2. Includes a list of specialized personnel that is updated annually (at minimum) and includes roles and contact information of the emergency response team.
  3. Plan is reviewed and updated (as needed) on an annual basis and is easily accessible to all regular occupants.
- d. Regular occupants are provided education and training on emergency preparedness and response, including the following:
  1. Communications about the emergency management plan and related resources, including guidance by relevant local-, state-, regional- or global-level emergency response agencies (e.g., WHO, government emergency management agency or equivalent), annually (at minimum), to employees during new employee onboarding and during an emergency event.
  2. Practice drills or other operations-based or discussion-based exercises conducted annually (at minimum) for each high-risk hazard identified in the risk assessment, and conducted every two years (at minimum) for other hazards covered under the emergency management plan.

### WELL Core Guidance:

Meet these requirements in the whole building.

The below sample documentation is intended to provide guidance for developing an effective Emergency Preparedness Plan. It is not a template. You may note included components that are not required to demonstrate compliance with this Feature.

### Example for Feature Part 1



#### ***(Intent-stage: Draft)*** **[Company]** Emergency Preparedness Plan for **[Project]**

**[Company]** has created the following emergency preparedness plan for **[project]**. The following plan is intended to establish an immediate course of action for occupants to take in the event of an emergency. It also includes a list of trainings, emergency resources and contacts.

#### **RISK ASSESSMENT**

The plan covers all of **[project's]** primary assets:

- Direct employees
- *Ex: The building itself*
- *Ex: Project exterior site, including parking area*
- *Ex: Tenant occupants (restaurant, retail, pharmacy)*

The following hazards were assessed across the assets listed above:

- Natural *[(e.g., Earthquake, Tsunami, Heatwave, etc.)]*
- Fire
- Health
- Technological
- Human-Caused
- *Ex: Chemical spill*
- *Ex: Disease outbreaks*
- *Ex: Environmental disasters (e.g. flood, contaminated drinking water)*
- *Ex: Fires / explosions (interior and exterior)*
- *Ex: Hazardous materials*
- *Ex: Maintenance activities*
- *Ex: Mechanical equipment malfunction*
- *Ex: Medical emergencies*
- *Ex: Structural collapse*
- *Ex: Vandalism / burglary*
- *Ex: Workplace violence (e.g., active shooter)*

The following hazards have been identified as high risk and the potential impacts of these hazards have been identified in the table below.

HIGH RISK HAZARD	POTENTIAL IMPACTS
<i>Ex: Earthquake</i>	<i>Ex: [Project] is located on an active fault line and there is a possibility of an earthquake. An earthquake of large magnitude could result in falling objects potentially injuring occupants, and structural damage to the building.</i>
<i>Ex: Disease outbreaks</i>	<i>Ex: Four floors of the building consist of dense open office floorplates (call centers) with large communal bathrooms and pantry areas. A single infected occupant could spread a contagious</i>

	<i>disease quickly through the four floors, infecting over 500 occupants. Since occupants on these floors share elevator banks with the rest of the building, it would be possible to also spread the disease through contact in the elevators to occupants of the eight other floors of the building.</i>

### Plan Priorities:

The priorities of this plan are as follows, listed in order of importance:

1. Life safety - protect the people: *[Company's]* number one priority has always been the safety, health and happiness of its people, including tenants and visitors.
2. Stabilize the situation - minimize property damage: *[Company]* is invested in creating a safe and secure location for property and assets owned by the company and all tenants, even in emergency situations.

### Vulnerable Populations:

In an emergency, certain populations may need additional assistance in following the emergency procedures outlined below. *[Company]* is committed to offering this additional assistance.

The building management team and all tenants are required to regularly update (minimum annually) the **vulnerable populations list**, which they can do confidentially at this site: *[link]*. Vulnerable populations can include: older adults, people with disabilities (e.g. movement, hearing, site, etc), pregnant women, children, people with injuries (e.g. broken leg.) They will be asked to detail their needs in an emergency (e.g. movement assistance, breathing assistance).

### EMERGENCY MANAGEMENT PLAN

All occupants of the building are expected to be knowledgeable of the plan measures below. Occupants can reach out to building management for a copy of the

plan at any time and are expected to attend the mandatory trainings listed below.

*[Please identify and provide emergency plans for disasters in these categories. The following section outlines 5 types of disasters and is not meant to be limiting. Any relevant additional types of disasters can be added.]*

- *Natural*
- *Fire*
- *Health*
- *Technological*
- *Human-Caused*

*Each plan should include the following detail:*

- *Disaster overview*
- *Occupant Action*
- *Vulnerable population plan*
- *Building Management Action*
- *Communications*
- *Evacuation*
  - *Process/procedures*
- *Include necessary floorplans*

### Natural Disasters:

*[Project]* is located in *[region]* where typical natural disasters include *[list of typical regional natural disasters]*. Below is a plan for each type of natural disaster.

*[List all relevant natural disasters for the area with plans for each. See example below.]*

- **Ex: Heatwave:**

- During the summer season, building management staff will regularly monitor for heatwave events defined as when the daily maximum temperature of more than five consecutive days exceeds the average maximum temperature by 5 °C (9 °F) (the normal period being 1961–1990).
  - In the event of a confirmed heat wave, building management will send an email to building occupants including the information below to remind occupants of the standard protocols.
- During a heatwave, facilities staff will increase their maintenance inspections of cooling systems to ensure that systems remain in peak operating condition throughout the heat wave.
- Section [X] of the employee emergency preparedness handbook states that if the building loses power due to the heat wave (or any other cause during the heat wave), occupants are encouraged to work from home or a local cooling shelter at [address]. Drinking water will be available at the building management office if occupants are in specific need before they vacate the building.
- Occupants are expected to shade their windows during heat wave periods and keep windows closed in order to reduce energy loads on the building. They are also expected to use the revolving door entrances to the building to reduce hot air entering the building.
- If any occupants arrive at the building showing signs of heatstroke or other serious heat related illness, they can either visit the [list urgent care facility and location] or dial 911 for emergency assistance.
- The building participates in a program with the local power company [name of power company] to cut power usage in the building by 15% during heatwaves. Occupants will note dimmer lights and the closing of one of the elevator banks during these periods. Cooling systems will not be adjusted as part of this program.

## **Fire Disasters:**

*[Project]* has developed the following fire safety plan in conjunction with the local fire authorities of *[location]*.

*[Example plan below]*

- **Building fire safety systems**

- The building is equipped with a sprinkler system that will automatically go off in areas with fire.
- When the sprinkler system goes off, it will set off the building fire alarm system on the floor with the fire, the floor above the fire and the floor below.
  - There are fire barriers between floors to prevent fires from spreading vertically through the building.
  - The building alarm system includes strobe lights to alert hearing impaired occupants.
- There is one fire alarm located next to each elevator bank in the elevator lobbies on each floor in the event that an occupant spies a fire before the sprinkler system goes off.
- The fire alarm automatically notifies the local authorities, who will dispatch fire fighters and medical personnel.
- While the fire alarm is active, the elevator banks will be inactive, and occupants must take stairs.
- There are ABC powder fire extinguishers located in the elevator lobbies next to the entrance to the stairwell. They can be used on any kind of fire except cooking fires. Tenants who will be cooking are required to have Class F fire extinguishers on the premises in the event of a cooking fire.
  - The building management office must be notified immediately at [number] anytime a fire extinguisher is used.

[INSERT TYPICAL FLOOR DIAGRAM WITH LOCATIONS OF FIRE ALARMS, FIRE EVACUATION ROUTES, FIRE EXTINGUISHERS]

- **Fire safety evacuation protocols:**
  - Tenants on floors where the fire alarm is active are expected to vacate the premises following the fire evacuation routes in the diagram above and meet at [fire meeting location].
    - All occupants must take the stairs, since elevators will be shut down.
    - Only bring essential belongings (no food, drink, bulky items).
    - Move quickly and quietly, helping those who require assistance.
  - If someone catches on fire: stop, drop and roll.
  - If you see smoke, cover your nose with a damp cloth and stay low to the ground as you move through the space.
  - Touch doorknobs before turning them to determine if they are hot. If they are hot, proceed to another evacuation route.
  - Building personnel will provide assistance for any occupants listed on their **vulnerable populations list**.
  - The designated floor searchers on each floor (assigned when tenants move in) are responsible for checking to make sure everyone is out of their space, including bathrooms.
  - Once everyone is at the meeting area, designated floor searchers should notify fire personnel if anyone is unaccounted for and may still be in the building (including any animals if they are allowed in the space).
  - All occupants are expected to stay alert and listen for instructions until fire personnel says they are cleared to re-enter the building or go home.
  - If there are injuries that require immediate medical attention alert medical staff on-site or call 911. For minor injuries, the injured occupant can visit the [urgent care facility and location.]

### Health Disasters:

[Project] has evaluated a number of different potential health disasters and has created plans for each of the most likely disasters, see below.

[List all relevant health disasters with plans for each. See example below.]

- **Ex: Infectious Disease Pandemic:**
  - The building management staff regularly monitors local health and governmental guidance regarding potential infectious disease pandemics.
  - During the duration of an infectious disease pandemic, building management and tenants are required to notify building management if anyone on their staff has been diagnosed with the infectious disease by either calling [name] at the building management office at [number] or logging details into the following building management site [link]. When calling, please include details regarding if the occupant may have entered the building while ill. If the contagious occupant did enter the building while ill, building management staff will:
    - Notify all occupants of the building immediately.
    - Increase ventilation for the next two days.
    - Implement a heightened cleaning agenda.
  - During the full duration of the pandemic, building operations procedures will include:

- Increased cleaning practices, following best practices from infectious disease experts.
  - Increased air and water quality protocols, following best practices from infectious disease experts, including increasing air filtration.
  - Providing building staff with required personal protection equipment to maximize their safety and the safety of occupants they encounter.
  - Requirements that building staff get regular testing and stay at home if sick, with paid sick-time.
  - Regular notifications to tenants on any upgrades to building practices that will increase the safety of being on the premises.
- All tenants are expected to follow best practices for infectious disease during the full length of the pandemic. Occupants are encouraged to call building management at [number] if they see violations of infectious disease best practices within the building that could put other occupants' health at risk. All complaints will be addressed in a time sensitive manner.
  - In the event of a medical emergency that requires immediate attention, please call 911 and then alert building management staff at [number].

### Technological Disasters:

[Project] has evaluated a number of different potential technological disasters and has created plans for each of the most likely disasters, see below:

[List all relevant technological disasters with plans for each. See example below.]

#### • Ex: Chemical Spill (exterior)

[Project] is located 1km (0.6 mi) from a chemical processing plant that processes highly toxic chemicals. Trucks carry chemicals to and from the plant take roads passing within 0.25km (0.1 mi) from [project]. In the event of a major chemical spill resulting from the plant and/or its trucks, the following plan will be followed.

- Occupants will be notified to **shelter in place** until the location, extent and type of spill has been identified. Occupants are expected to remain within the building until further notification has been given.
  - Occupants are required to shut all open windows.
  - If the spill is far enough away that indoor air has not been contaminated yet, facilities staff will switch to 100% recirculating air until local officials determine that outdoor air is safe to bring into the building. If the spill has already caused indoor air contamination, facilities staff will increase ventilation to maximum allowed by mechanical system to clear out the air as quickly as possible.
    - Anyone marked on the **vulnerable populations list** as having respiratory illness may move to a space within the building equipped with enhanced standalone air filtration.
  - Building management staff will coordinate with local authorities to organize supplies that are needed for occupants in the building if the **shelter in place** will be of a long duration. Building management staff will have water and snacks available for any duration of a **shelter in place** event.
- If the spill requires evacuation of the building, building management staff will communicate to occupants over the building speakers and through email communication the precise recommended evacuation route to safely avoid the chemical spill. Occupants are expected to calmly take their belongings and evacuate the premises, being mindful of the needs of other occupants and emergency personnel in the area.
  - Designated floor searchers on each floor (assigned upon move in) are responsible for checking to make sure everyone is out of their space, including bathrooms, before vacating the premises.
  - Building personnel will provide needed assistance for any occupants listed on their **vulnerable populations list**.
  - Building management will be in touch with building management employees and the main contact from each tenant to notify them when the area has been cleared by local authorities as safe to re-enter, and if there are any important details on the safety of the local area (e.g. major road closings). If the evacuation will be of a duration of more than a week, building management staff will send a formal re-entry plan including protocols that will need to be followed upon re-entry to the building.

### Human-Caused Disasters:



*[Project]* has evaluated a number of different potential human-caused disasters and has created plans for each of the most likely and/or impactful disasters, see below:

*[List all relevant disasters with plans for each. See example below.]*

- **Ex: Terrorism (external)**

*[Project]* is located in an urban city where an average of *[number]* terrorist threats per year occur. In the event of a local terrorist threat or event that may impact *[project]* and its occupants, the following plan will be followed.

- In the event of a threat of terrorism in the local vicinity - occupants will be notified of the recommendations of local authorities and are expected to calmly follow notifications given by the building which may include:
  - Occupants may be notified to **shelter in place** until the threat has been neutralized. During this time, occupants are expected to remain within the building until further notification has been given.
    - No occupants will be allowed into the building at this time.
    - Occupants are required to shut all open windows.
    - Occupants are advised to stay away from windows and exterior walls of the building.
    - If possible, occupants are encouraged to limit phone usage to ensure that phone networks have enough capacity for emergency related calls.
  - Occupants may be notified to evacuate immediately. In the announcement over the building intercom and through email, specific directions will be given on the safest evacuation route.
    - Occupants are expected to quickly and calmly follow instructions. If a certain entrance is specified for occupants to use as they exit the building, occupants can expect that the other entrances will be locked by the building facilities staff for safety.
    - The designated floor searchers on each floor (assigned when tenants move in) are responsible for checking to make sure everyone is out of their space, including bathrooms, before vacating the premises. They are required to notify the building management staff if anyone may still be left in the building.
    - Building personnel will provide needed assistance for any occupants listed on their **vulnerable populations list**.
- In the event of a terrorist attack that has recently occurred in the local vicinity – occupants will be notified of directions from local authorities on the safest way to proceed.
  - Occupants are expected to quickly and calmly follow instructions.
  - No occupants will be allowed into the building at this time.
  - Occupants are required to notify building management of any immediate dangers within the premises resulting from the attacks (e.g. structural, chemical).
  - If occupants are required to **shelter in place**, occupants are asked to remain calm and use their best judgement on how to spend their time until they can be evacuated. (For example, packing away technological equipment, comforting others, keeping aware of the exterior situation, etc.)
  - In the event of a medical emergency that requires immediate attention, please call 911. Given that local medical emergency personnel may have limited capacity, also call the building management office who has a list of qualified medical personnel within the building who may be able to assist until emergency personnel can arrive.
- In the event of a terrorist attack that directly affects *[project]* – building management staff will immediately begin working with local emergency personnel to determine the best way to get occupants to safety. They will communicate details over the emergency response system in real-time.
  - Occupants are asked to remain calm and work together with each other, building management staff and emergency personnel to get everyone to safety as quickly and efficiently as possible.
  - Occupants are required to notify building management and emergency personnel of immediate dangers within the premises resulting from the attack(s) such as fire, structural damage, chemical spill, etc.
  - In the event of a medical emergency that requires immediate attention, please call 911. Given that local medical emergency personnel may have limited capacity, also call the building management office who has a list of all qualified medical personnel within the building. They will do their best to send someone to help until medical emergency personnel can arrive.



- **After the event:**
  - Building management will be in touch with their main contact from each tenant to notify them when the area has been cleared by local authorities as safe to re-enter. If the building must remain evacuated for more than a week, the building management team will issue a formal building re-entry plan.
  - If the event has resulted in damage to tenant property, building management staff will coordinate with the tenant on next steps regarding insurance, repairs, etc.

## EMERGENCY MANAGEMENT RESOURCES

Below is a list of equipment accessible to all occupants in emergency situations, including a list of contacts if assistance is needed with equipment. Building management staff should be notified at [number] when equipment is used so that it can be replaced / restocked / recalibrated as necessary.

EMERGENCY RESPONSE EQUIPMENT	LOCATION	CONTACT FOR ASSISTANCE WITH EQUIPMENT
Ex: ABC Fire Extinguishers (for all types of fires except cooking fires)	Ex: Near the entrance to every stairwell	Ex: Call building fire safety manager [name] at [number].
Ex: Automated External Defibrillator (AED)	Ex: At back of lobby near entrance to building management office	Ex: Call building management office at [number] and ask for a team member with training in AED usage.

[INSERT DIAGRAM WITH LOCATIONS OF EMERGENCY RESPONSE EQUIPMENT LISTED ABOVE]

Below is a list of building operations emergency response equipment and the facilities contact responsible.

EMERGENCY RESPONSE OPERATIONS EQUIPMENT	LOCATION	DATE OF LAST INSPECTION	FACILITIES CONTACT
Ex: Back-up generators (to keep elevators, emergency lights and other essential equipment running during emergencies)	Ex: Mechanical room 819 on 8 <sup>th</sup> floor	Ex: [date]	Ex: Facilities Manager [name] at [number]

[INSERT DIAGRAM WITH LOCATIONS OF BUILDING OPERATIONS EMERGENCY RESPONSE EQUIPMENT LISTED ABOVE]

Below is a list of personnel at the building and their roles in emergency response.

[Consider sorting list alphabetically by first column before sharing.]

EMERGENCY RESPONSE PERSONNEL ROLE	NAME (first, last, company)	LOCATION	MEDICAL QUALIFICATIONS / SKILLS	CONTACT DETAILS (phone, email)
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<i>Ex: Designated floor searcher, 8<sup>th</sup> floor, men's</i>	<i>Ex: John Smith</i>	<i>Ex: [company, location in building]</i>	<i>Ex: CPR certification</i>	<i>Ex: [number, email]</i>
<i>Ex: EMT certified, NY state</i>	<i>Ex: Jane Smith</i>	<i>Ex: [company, location in building]</i>	<i>Ex: EMT certification, state (CPR, general medical assistance), willing to assist in an emergency</i>	<i>Ex: [number, email]</i>
<i>Ex: Fire safety director</i>	<i>Ex: Dave Smith</i>	<i>Ex: [company, location in building]</i>	<i>Ex: CPR certification, fire safety training through [organization]</i>	<i>Ex: [number, email]</i>
<i>Ex: On-site emergency support lead</i>	<i>Ex: Dahlia Smith</i>	<i>Ex: [company, location in building]</i>	<i>Ex: CERT (FEMA emergency response training), CPR certification</i>	<i>Ex: [number, email]</i>

Below is a log tracking updates to this plan. (Updates are required at minimum annually.)

DATE OF UPDATES	RESPONSIBLE PARTY	SUMMARY OF UPDATES
<i>Ex: January 15, 2019</i>	<i>Ex: John Smith, Building Manager</i>	<i>Ex: Updated list of designated floor searchers and contact information. Added locations of additional first aid kits.</i>
<i>Ex: June 7<sup>th</sup>, 2019</i>	<i>Ex: John Smith, Building Manager</i>	<i>Ex: Updated Infectious Disease Emergency Plan to include: "All tenants are expected to follow best practices for infectious disease during the full length of the pandemic. Occupants are encouraged to call building management at [number] if they see violations of infectious disease best practices within the building that could put other occupant's health at risk. All complaints will be addressed in a time sensitive manner."</i>
<i>Ex: January 15<sup>th</sup>, 2020</i>	<i>Ex: John Smith, Building Manager</i>	<i>Ex: No new updates. All contact information has been reconfirmed.</i>

## EMERGENCY COMMUNICATIONS PROTOCOL

Below are protocols for regular communications on the emergency preparedness plan:

- Annually, the building management team will email each tenant and all direct employees a copy of the updated Emergency Preparedness Plan. The email will include links to the current *[municipality]* Emergency Preparedness Plan(s) and guidance from health organizations including the World Health Organization and *[name of other local public health organization(s)]* on emergency situations. Tenants are required to distribute this email to all occupants.
  - Tenants are encouraged to print a copy of the plan and leave it in a readily accessible location in event of an emergency.
- A copy of the Emergency Preparedness Plan is always on file at the front lobby and accessible to anyone who enters the building.
- Building management staff will receive the plan during onboarding. Tenants are required to circulate the plan to new employees during onboarding training.
- During an emergency event, building management staff will email each tenant and all direct employees a copy of the Emergency Preparedness Plan so that it is quickly accessible.

## EMERGENCY MANAGEMENT TRAINING

Below is a list of *[project's]* Emergency Preparedness drills:

- Mid-April: Annual Fire Drill
  - MANDATORY PARTICIPATION** – all occupants must attend. During this drill all occupants will leave the building and go to designated meet-up zones. At the meet-up zones, an emergency preparedness expert from *[name of company or organization]* will discuss fire safety training.

2. Designated floor searchers are asked to remain after the training for an additional 10 minutes of training on floor searching methodologies for different types of emergencies.
- Mid-October (every other year): Bi-Annual Emergency Preparedness Training
    1. **MANDATORY PARTICIPATION** – all occupants must attend. The building management staff assisted by local safety personnel will do a 1-hour training on the entire emergency management plan. The goal of this training is to ensure that all occupants know what to do in the event of the occurrence of any hazard identified in this plan.

Note, building management staff will keep on record a list of attendees at each event. If a building occupant is not at a training, they are required to read through the Emergency Preparedness Plan and send an email to *[name]* at the building management office to confirm they have completed the task.

#### **TIPS FOR MULTIPLE LOCATIONS**

- For organizations participating in WELL at scale, this Policy and/or Operations Schedule is categorized as Shareable. It may be shared across multiple projects, as long as they all meet the strategies that are outlined in the document.